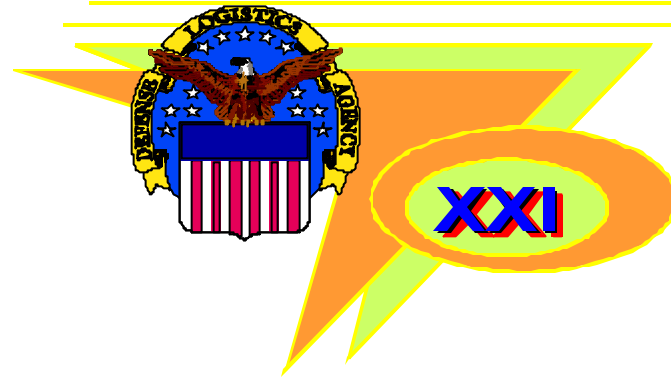


Defense Contract Management Command



DCMDW Mid-Year Mission Management Review (MMR)

June 24, 1999

FY 99 Performance Plan

Goal 1 – Deliver great customer service.	DCMC	West
<ul style="list-style-type: none"> • Objective 1.1 – Provide the right item at the right time for the right price. 		
<ul style="list-style-type: none"> • (1.1.1) Increase the percentage of conforming items compared to the FY 98 result. 	G/Y/R	N/A
<ul style="list-style-type: none"> • (1.1.2) Improve on-time delivery by 5%. 	G/Y/R	G
<ul style="list-style-type: none"> • (1.1.3) Reduce the number of line item schedules delinquent for one year or less by 10% and eliminate all line item schedules delinquent for more than one year. 	G/Y/R	R
<ul style="list-style-type: none"> • (1.1.4) Establish a baseline for the ratio of delay notices issued versus the number of schedules being delinquent. (Investment Goal) 	N/A	N/A
<ul style="list-style-type: none"> • (1.1.5) Reduce the percentage of contracts that have exceeded their cost or schedule goals by more than 10% over the FY 98 baseline. 	G/Y/R	R
<ul style="list-style-type: none"> • (1.1.6) Ensure timeliness of Class I ECP implementation by reducing Class I ECP cycle time by 5% from the FY 98 average. 	G/Y/R	R
<ul style="list-style-type: none"> • (1.1.7) Reserved. 	N/A	N/A
<ul style="list-style-type: none"> • (1.1.8) Ensure 95% of Alerts Customer Priority Surveillance System (CPSS) Requests are responded to within the timeframe specified by the customer. 	G/Y/R	Y

FY 99 Performance Plan (Continued)

Goal 1 – Deliver great customer service. (Continued)	DCMC	West
<ul style="list-style-type: none"> • Objective 1.2 – Team with our business partners to achieve customer results. 		
<ul style="list-style-type: none"> • (1.2.1) Achieve and sustain a customer satisfaction rating of 5 or greater for 90% of the overall customer base. 	G/Y/R	N/A
<ul style="list-style-type: none"> • (1.2.2) Implement the Customer Satisfaction Implementation Plan. (Investment Goal) 	G/Y/R	N/A
<ul style="list-style-type: none"> • (1.2.3) Achieve a satisfaction rating of 5 or better for 90% of all Early CAS customers surveyed. 	G/Y/R	N/A
<ul style="list-style-type: none"> • (1.2.4) Improve the effectiveness of weapon system software development by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations made are adopted. 	N/A	N/A
<ul style="list-style-type: none"> • (1.2.5) Ensure 85% of canceling funds do not cancel. 	G/Y/R	G
<ul style="list-style-type: none"> • (1.2.6) Schedule, complete, and maintain analytical assessments on 450 CAGES in FY 99. 	G/Y/R	G
<ul style="list-style-type: none"> • (1.2.7) Maintain formal Preaward Survey (PAS) Timeliness at 95% on-time rate. 	G/Y/R	G
<ul style="list-style-type: none"> • (1.2.8) Complete 100% of Congressional and OSD suspenses on time. 	G/Y/R	G

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes.		
• Objective 2.1 – Serve as a catalyst for the revolution in business affairs.		
• (2.1.1) Achieve final overhead negotiations within a 2 or 3 year cycle for major and non-major contractors respectively.	G/Y/R	R
• (2.1.2) Attain a 96%-100% forward pricing rate coverage at beneficial segments, with a minimum of 68% of beneficial segments covered by FPRAs and the balance covered by FPRRs.	G/Y/R	G
• (2.1.3) Achieve closeout of 75% of other than Firm Fixed Price Contracts, and 90% of Fixed Price Contracts within the FAR mandated timeframes.	G/Y/R	G
• (2.1.4) Ensure that all termination dockets are closed within 450 days from the date of termination.	G/Y/R	Y
• (2.1.5) Reduce the total number of overaged (over 1 year from the date of issuance) CAS noncompliance reports by 40% from the number overaged at the end of FY 98.	G/Y/R	G
• (2.1.6) Improve the effectiveness of Specialized Safety. (Investment Goal)	N/A	N/A
• (2.1.7) Reduce the year-to-date FY 99 4th quarter composite unit cost for all basic CAS cost pools by 5% from the 4th quarter FY 98 baseline measured at the District level without increasing the other unit cost pools.	G/Y/R	N/A
• (2.1.8) Implement the Unit Cost Implementation Plan. (Investment Goal)	G/Y/R	N/A
• (2.1.9) Institutionalize the IMS at all levels in the Command. (Investment Goal)	G/Y/R	N/A
• (2.1.10) Implement EDW at 80% of designated DCMC sites.	G/Y/R	N/A
• (2.1.11) Achieve the minimum utilization rate of 98% for all GSA leased vehicles in the DCMC fleet (CONUS).	G/Y/R	G
• (2.1.12) Reduce net usable space at non-contractor locations IAW DLAR 5305.2.	G/Y/R	R

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	West
<ul style="list-style-type: none"> • Objective 2.1 – Serve as a catalyst for the revolution in business affairs. (Continued) 		
<ul style="list-style-type: none"> • (2.1.13) Reduce the quantity of high-grade positions (GS 14, 15, and SES) throughout DCMC to 486. 	G/Y/R	N/A
<ul style="list-style-type: none"> • (2.1.14) Increase the ratio of civilian employees to supervisors to 14:1. 	G/Y/R	R
<ul style="list-style-type: none"> • (2.1.15) Achieve and maintain the percentage of overage undefinitized contract actions at 10% or less. 	G/Y/R	R
<ul style="list-style-type: none"> • (2.1.16) Improve Negotiation Cycle Time. 	G/Y/R	G
<ul style="list-style-type: none"> • (2.1.17) Maintain the percentage of on-time contractual aircraft deliveries for all new manufactured, modified, and contractually maintained aircraft under the cognizance of DCMC Flight Operations at 90% or greater. 	N/A	N/A
<ul style="list-style-type: none"> • (2.1.18) Engage in activities to ensure complete and accurate reporting of Cost Savings and Cost Avoidances. Return on Investment (ROI). (Investment Goal) 	G/Y/R	N/A
<ul style="list-style-type: none"> • (2.1.19) Achieve and maintain PLAS reporting rate of at least 98% of the paid hours for DCMC HQ, each District staff, and all CAOs. 	G/Y/R	G

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes. (Continued)		
	DCMC	West
• Objective 2.2 – Accelerate acquisition reform by applying commercial processes and practices.		
• (2.2.1) Increase the number of paperless transactions to 90% of all transactions occurring in the Progress Payment, Material Inspection and Receiving Report (DD 250), and contract closeout processes assigned to DCMC during FY 99. (Supports MRM #2).	G/Y/R	N/A
• (2.2.2) Increase the amount of excess property disposed of by 20% over FY 98 (Supports MRM #5) .	G/Y/R	Y
• (2.2.3) Reduce the amount of Lost, Damaged and Destroyed (LDD) Government property compared to the amount of LDD in FY 98.	G/Y/R	R
• (2.2.4) Identify and eliminate policies and procedures that lead to the performance of unnecessary source inspections. (Supports MRM #10.) (Investment Goal)	G/Y/R	N/A
• (2.2.5) Reserved.	N/A	N/A
• (2.2.6) Reserved.	N/A	N/A
• (2.2.7) Reserved.	N/A	N/A
• (2.2.8) Reserved.	N/A	N/A
• (2.2.9) Reserved.	N/A	N/A
• (2.2.10) Reserved.	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	West
<ul style="list-style-type: none">• Objective 2.3 Leverage information technology to improve business results.		
<ul style="list-style-type: none">• (2.3.1) Reserved.	N/A	N/A
<ul style="list-style-type: none">• (2.3.2) Implement the Information Technology (IT) Implementation Plan. (Investment Goal)	G/Y/R	N/A
<ul style="list-style-type: none">• (2.3.3) Reserved.	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 3 – Enable DCMC people to excel.	DCMC	West
<ul style="list-style-type: none"> • Objective 3.1 – Invest to develop and sustain the right talent. 		
<ul style="list-style-type: none"> • (3.1.1) Achieve a training investment level of at least 1.5% of gross payroll costs. 	G/Y/R	N/A
<ul style="list-style-type: none"> • (3.1.2) Develop IDPs for 100% of DCMC employees. 	N/A	N/A
<ul style="list-style-type: none"> • (3.1.3) Achieve a 95% utilization rate for DAU quotas received. 	G/Y/R	Y
<ul style="list-style-type: none"> • (3.1.4) Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%). 	G/Y/R	R
<ul style="list-style-type: none"> • (3.1.5) Implement the Training Implementation Plan. (Investment Goal) 	G/Y/R	N/A
<ul style="list-style-type: none"> • (3.1.6) Achieve a benchmark standard of 40 training hours per employee. 	G/Y/R	G

FY 99 Performance Plan (Continued)

Goal 3– Enable DCMC people to excel.	DCMC	West
<ul style="list-style-type: none">• Objective 3.2 – Build and maintain a positive work environment.		
<ul style="list-style-type: none">• (3.2.1) Achieve 100% closure of formal EEO complaint cases within the DLA cycle time of 112 days.	G/Y/R	R
<ul style="list-style-type: none">• (3.2.2) Increase the number of EEO (formal and informal) complaint cases referred for ADR within the EEO process.	G/Y/R	G
<ul style="list-style-type: none">• (3.2.3) Complete 100% of civilian performance appraisals and military evaluation reports on time.	G/Y/R	G/Y
<ul style="list-style-type: none">• (3.2.4) Improve 3 of the Top 10 Command-wide areas for improvement identified through the FY 1997 Internal Customer measurement.	G/Y/R	N/A
<ul style="list-style-type: none">• (3.2.5) Unfair Labor Practices (ULP) and Grievances filed with zero final decisions rendered against DCMC Command-wide.	G/Y/R	G

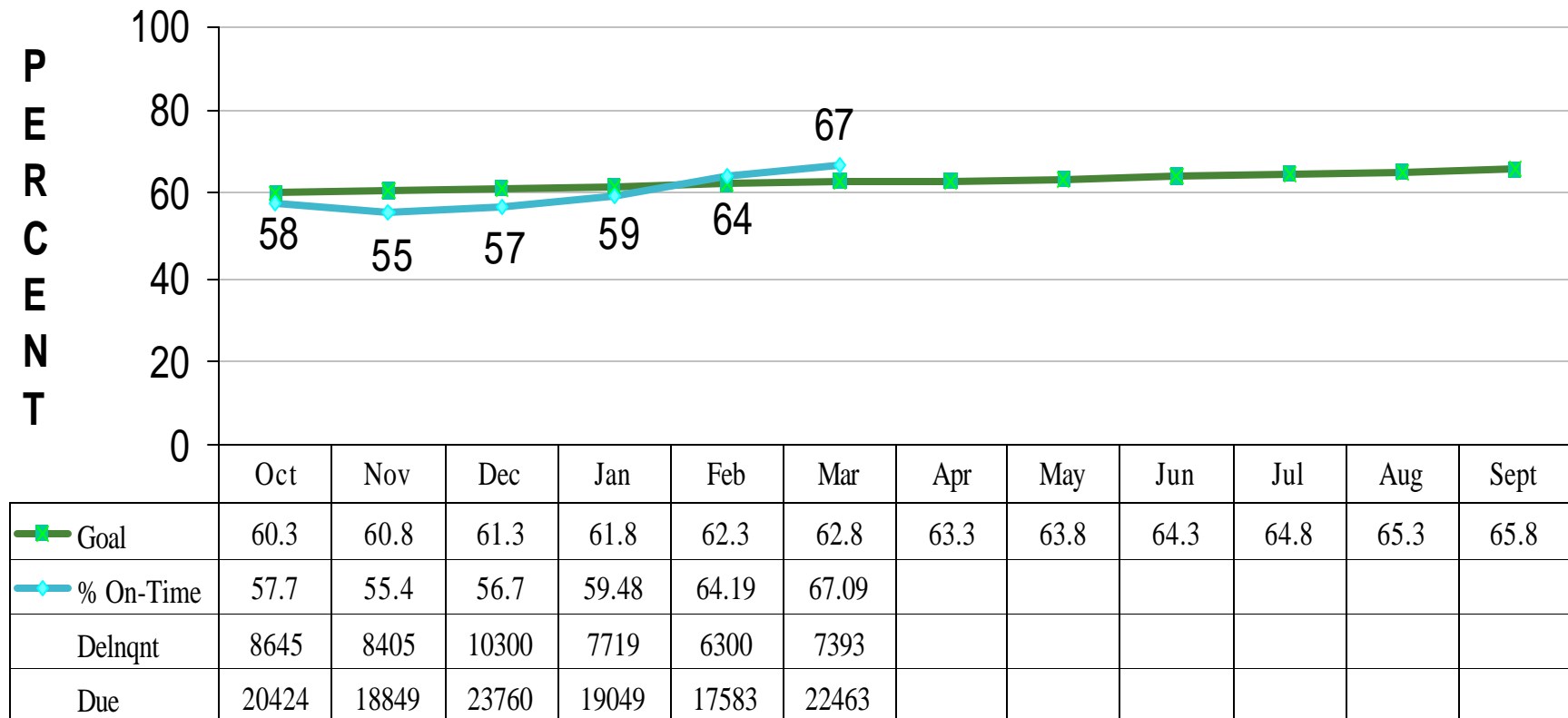
Performance Goal 1.1.2

Improve On-Time Delivery

- **Performance Goal Description:** Improve On-Time Delivery by 5 Percent
- **Planned Goal/Target:** 65.8 Percent
- **FY99 YTD Results:** 67.09 Percent
- **Rating:** GREEN
- **Description of Progress To Date:** Acceptable CAPs received from DCMC Seattle, Dallas, San Antonio and Wichita
- **Anticipated Problems:** None
- **Prediction of EOY Status:** Anticipate meeting goal at district level

Task 1.1.2

Improve On-Time Delivery



Performance Goal 1.1.3

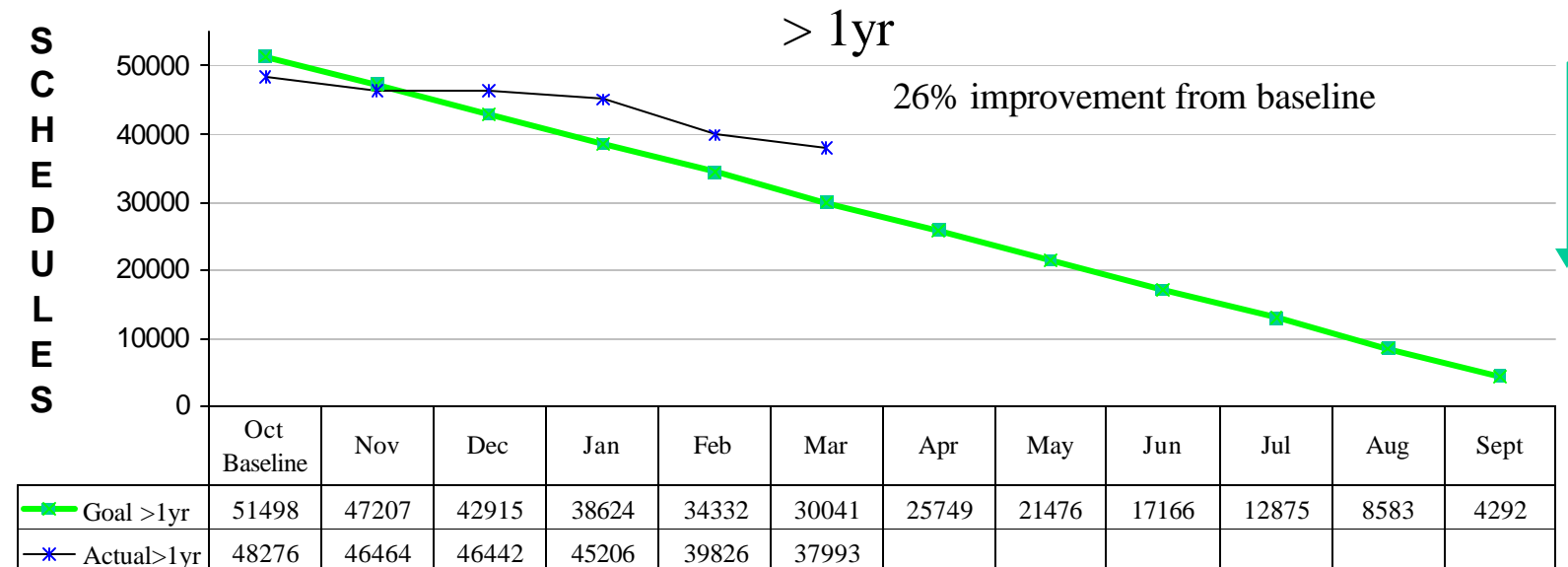
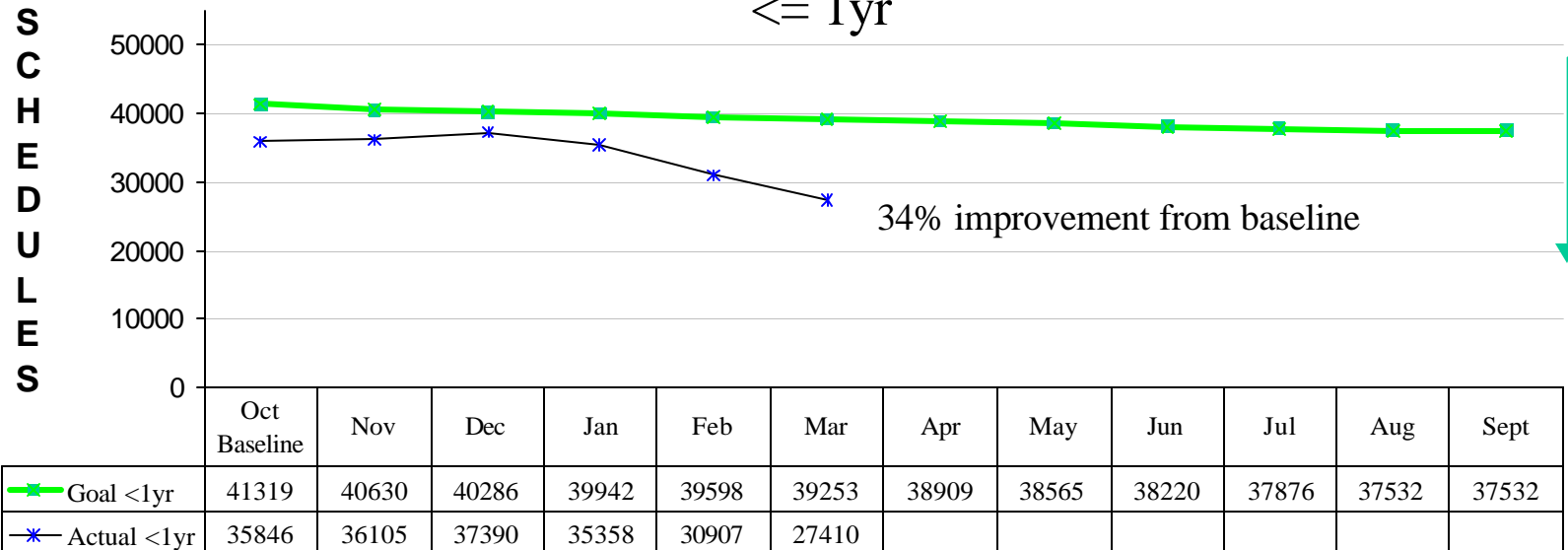
Reduce Number of Delinquent Schedules

- **Performance Goal Description:** Reduce the number of line item schedules delinquent for one year or less by 10% and eliminate all line item schedules delinquent for more than a year.
- **Planned Goal or Target :** ≤ 1 year -10% and >1 year -100 %
- **FY99 YTD Results:**
 - ≤ 1 year...34% improvement from baseline
 - > 1 year...26% improvement from baseline
- **Rating:**
 - ≤ 1 year - Green
 - > 1 year - Red
- **Anticipated Problems:**
 - High Number of E schedules in MOCAS data base
 - Difficulty in obtaining documentation for old delinquencies
- **Prediction of EOY Status:** ≤ 1 year...will meet goal.
 >1 year...will not meet goal

Task 1.1.3

Reduce Number of Delinquent Schedules

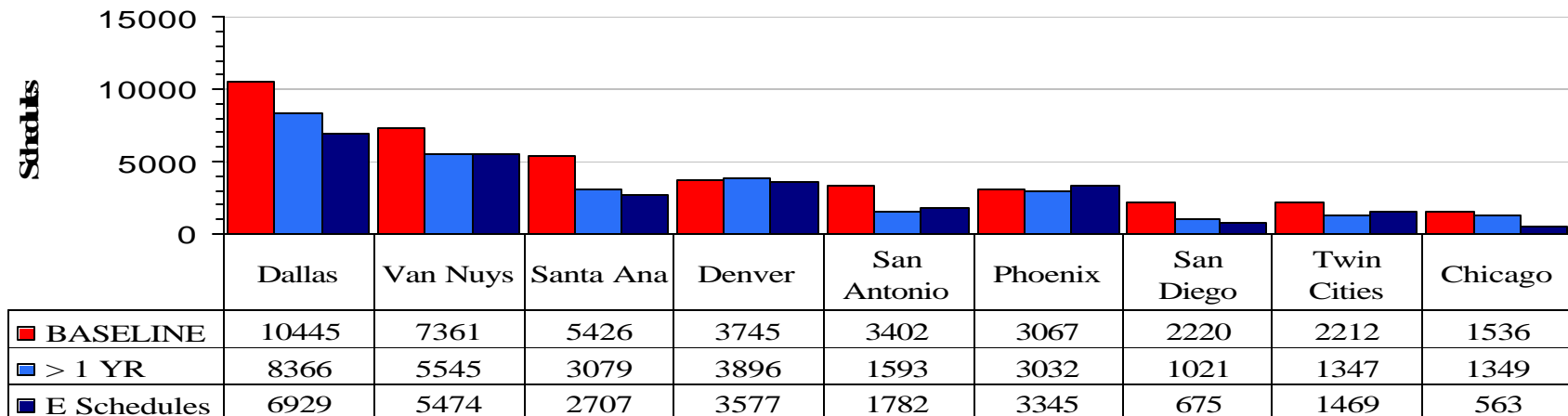
<= 1yr



Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAOs > 1 YEAR



Data as of April 99

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

- **DCMC Van Nuys**

- **Root Cause:**

- Trusted Agents were carrying a variety of tasks not commensurate with Trusted Agent work and not assigned to Teams
 - Workload changes between teams
 - Management Direction
 - Data correction in MOCAS system
 - Incorrect data - DD250s not properly routed through the DD250 terminal for input and DD250s rejected by the DD250 Terminal personnel/DFAS. DD Form 1423s incorrectly input by DFAS
 - ACO in process of writing or awaiting a response from PCOs that all contract requirements are “Closed”.

Task 1.1.3

Reduce Number of Delinquent Schedules

- **DCMC Van Nuys** (continued)

- **Corrective actions:**

- Management directed Team Leaders to remove additional duties and teams without Trusted Agents were assigned
 - All Team workload changes completed and I.S. workload assignments made
 - Management changed I.S. focus from working Part A, Section 1 (Contract Level) to schedule level by establishing a Tiger Team
 - A new report developed by the Tiger Team documents all contracts and claims that required Destination Acceptance and shows no evidence of shipment.
 - I.S. will be working the DD250 issue through DD250 Terminal, 1000 actions have been identified
 - Meetings with contractor where DD250s have been rejected
 - ACOs will develop list of contracts awaiting DFAS input, provide the list to CAO process champion, who will draft a letter for Commander's signature to DFAS

Task 1.1.3

Reduce Number of Delinquent Schedules

- **DCMC Van Nuys** (continued)

- **Corrective actions:**

- ACOs will provide a list to process champion of the PCOs that have not responded to follow-ups for PCO modifications. A letter from Commander will be issued
- ACOs will provide a list to the process champion of those PCOs that have not responded to requests asking for certification that all contract requirements are complete or status on any outstanding requests. A letter from the Commander will then be issued

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

- **DCMC Santa Ana:**
 - **Root Cause:**
 - MOCAS database errors
 - Paper delinquencies
 - **Corrective Action:**
 - Continue intensive monitoring, identification and correction of database errors
 - Intensively working all paper delinquencies to continue reducing delinquent schedules
 - **Estimated get well date: As of April Santa Ana has surpassed their negotiated goal of 50% and currently are showing 52% reduction.**

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

•DCMC Denver

•Root Cause:

- A filter for CAT 9 contracts was applied in error to the SDW query, which caused the number of delinquencies to be reduced by 2,862 for > 1 year.
- Two large Telos contracts showing 2,668 delinquent line items, of which 1,952 have unliquidated money on the contracts and 716 with canceling funds in MOCAS.

•Corrective Action:

- Filter was removed to match district parameters and delinquent line items were identified.
- Respective ACO, CA, & TAG are working with the PCO on the issue of canceling funds for one of the larger contracts.
- Closeout actions are currently being taken to close the other contract.
- Will be performing on-going contract review to determine cause of delinquencies.

•Estimated Get Well Date: September 1999

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

- **DCMC Phoenix**

- **Root Cause:**

- Three large contracts with over 900 delinquent schedules
 - 2,956 Contracts transferred into Allied Signal Fluids, out of which 1,934 are older than three years

- **Corrective actions:**

- Have broken down the data to respective teams
 - Concentrate reducing efforts on teams that have the highest numbers of delinquent schedules
 - Further investigation to determine the exact problems associated with each delinquent schedule
 - Awaiting Z DD250 to close out on order on one of the larger contracts which will reduce the delinquent schedules by 106
 - An Integrated Process Team (IPT) will be forming in June 1999 to help in reducing the delinquent schedules

- **DCMC Phoenix will provide an update on the CAP on July 1999**

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

•DCMC Twin Cities

•Root Cause:

- Management Focus
- Realignment of team priorities
- One specific team with numerous delinquent schedules

•Corrective action:

- Are now internally managing this metric by those delinquencies older than Oct 98 as well as those new for FY99
- Management is more focused on meeting negotiated goal
- Team priorities and and assignments of responsibilities has allowed to be back on track
- As of April 1999 have reduced baseline, October FY98, from 2212 to 907 or by 59%

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

- **DCMC Chicago**

- **Root Cause:**

- The change in the performance measurement was caused by two old contracts having a total of over 900 delinquent line item schedules being reactivated into CAR Section 1 from CAR Section 4. One of the contracts with approximately 860 schedules should be in Section 2, and has been moved. The other contract requires further research to ensure all CLIN's have been satisfied.

- **Corrective actions:**

- Existing PROCAS team composed of contractor and government personnel worked to solve the problems on the larger of the two contracts
 - Received from contractor copy of final DD250 on the larger of the two contracts
 - Move the larger contract to CAR Section 2 for closeout actions
 - Team continues close out action on the smaller contract
 - More effective use of tools for monitoring contract deliveries

Task 1.1.3

Reduce Number of Delinquent Schedules

Pacing CAO

• DCMC Chicago

•Corrective actions: (continued)

- Improve coordination of shipping documentation between DCMC Chicago and contractor personnel
- Increase emphasis on data base integrity
- Continue to use PROCAS Team to work old delinquent contracts
- Continue to emphasize delinquency reduction through Homeroom Sessions, team meetings, team briefings to commander, and exposure at monthly MMRs

•Estimated Get well date:

•The resolution of the larger of the two contracts will bring the CAO back on track toward its goal. Improvement will show starting with May 1999 numbers. For May, it is reasonable to expect that DCMC Chicago will have no more than 589 schedules open with a delivery date older than one year. The other contract will take somewhat longer with resolution estimated to be by July 30, 1999.

Task 1.1.3

Reduce Number of Delinquent Schedules

Bottom Line:

- CAOs that have analyzed process drivers are not targeting E-schedules, they are focusing efforts on more significant process drivers.
- Coordination and cooperation with DFAS is necessary to resolve MOCAS inaccuracies.
- Project to end year between 45-55% versus the current district goal of 100%.

Performance Goal 1.1.5

Reduce Cost Overruns and Schedule Slips

- **Performance Goal Description:**

- Reduce the percentage of contracts that have exceeded their cost and schedule goals by more than 10% over the FY 98 baseline.

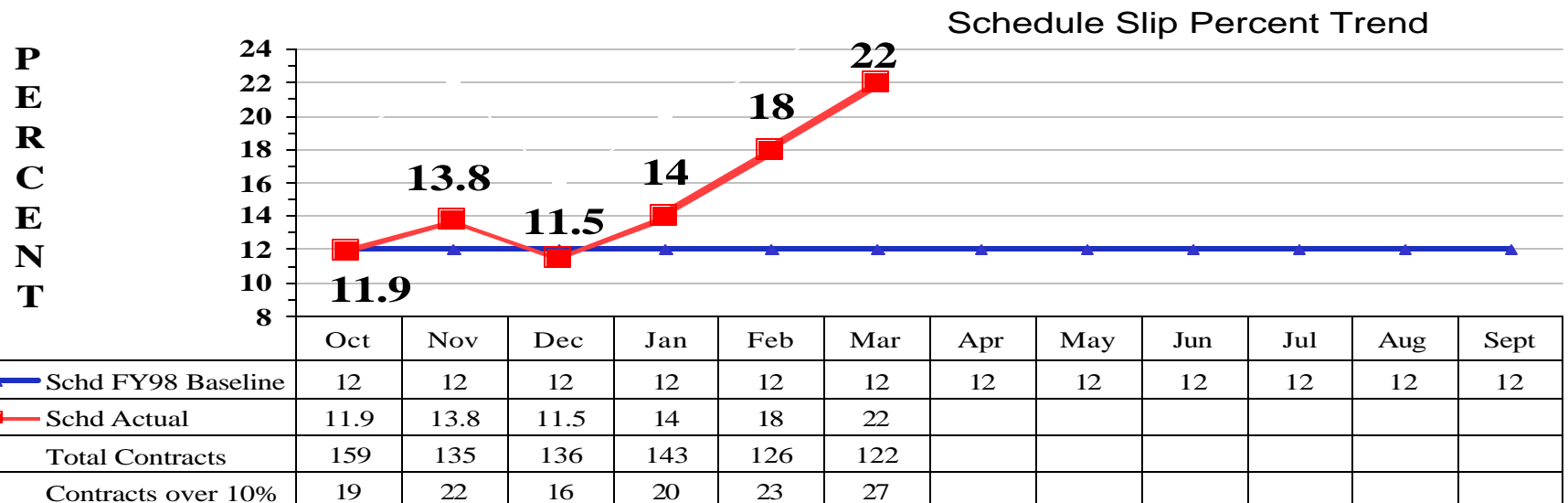
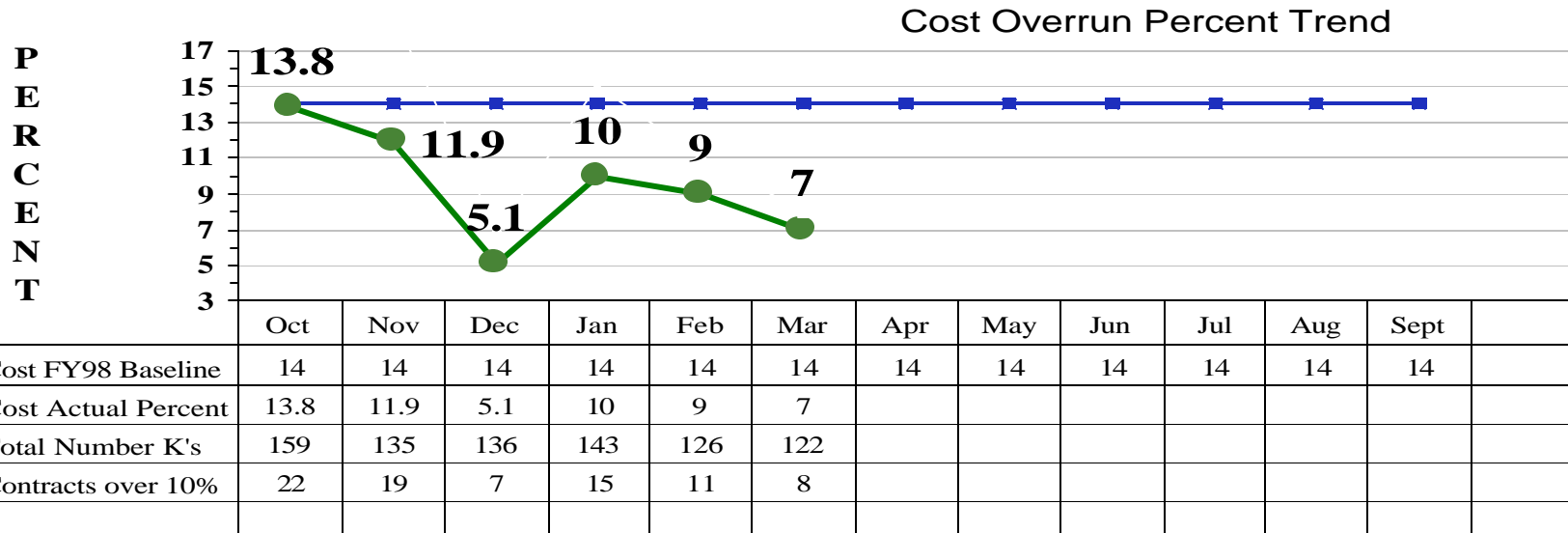
- **FY99 Goal/Target, Results and Rating:**

	<u>Goal</u>	<u>Results</u>	<u>Ratings</u>
Cost Overruns	Less than 14%	8.6%	Green
Schedule Slips	Less than 12%	17.6%	Red

- **Anticipated Problems:** Data integrity and timely input
- **Projection for EOY:** GREEN
- **District Process Champion:** Barbara Gomes

Performance Goal 1.1.5

Reduce Cost Overruns and Schedule Slips



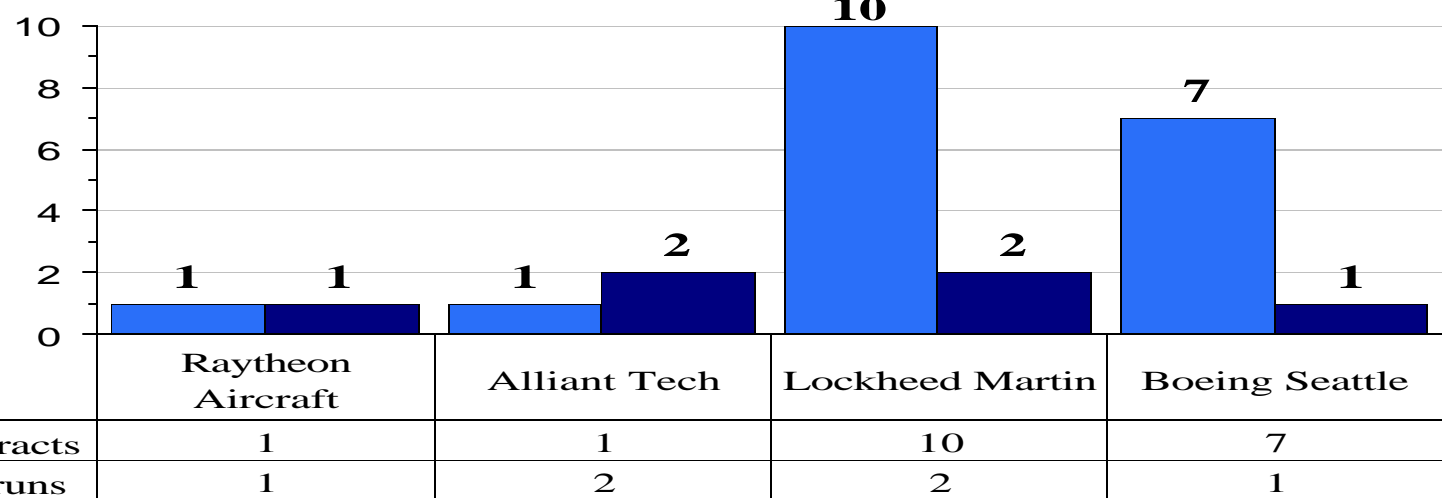
DCMDW

Performance Goal 1.1.5

Reduce Cost Overruns and Schedule Slips

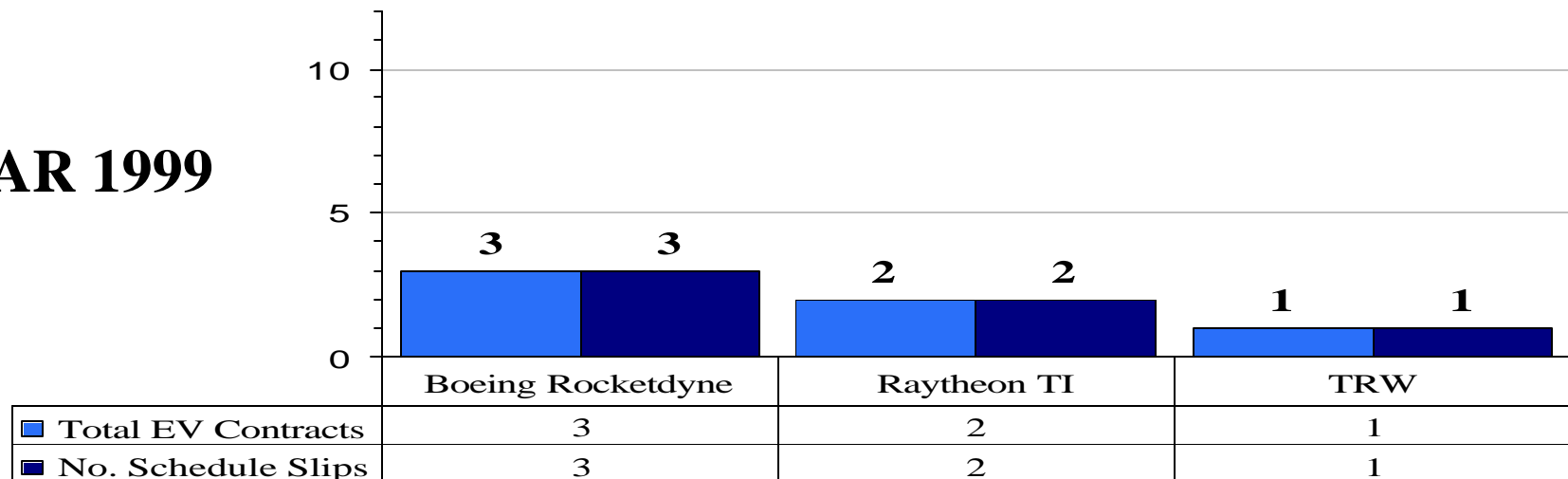
MAR 1999

Contractors with Cost Variances



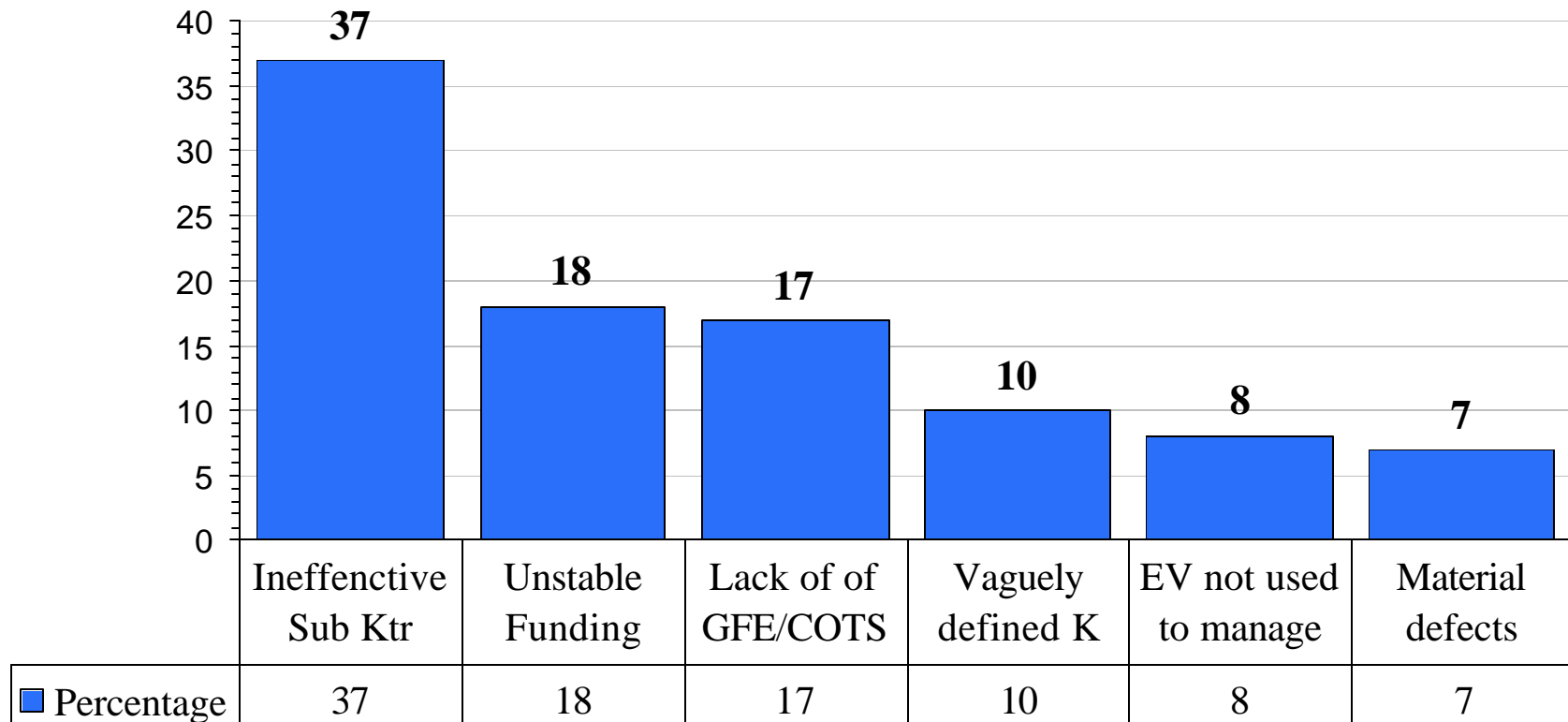
MAR 1999

Contractors with Schedule Variances



Root Cause Analysis

Drivers affecting Cost and Schedule Variances



Performance Goal 1.1.5

Reduce Cost Overruns and Schedule Slips

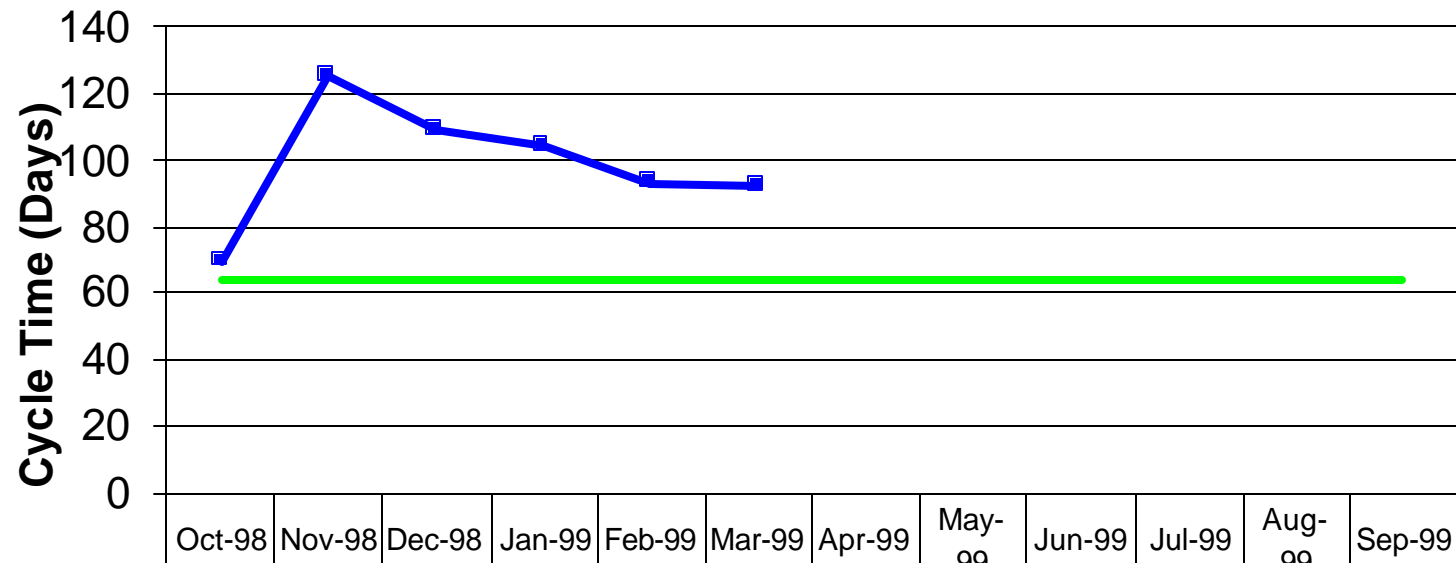
Summary

- Software tools to facilitate analysis, risk assessment & projections delivered to CAO's
- EV Conference in planning stage
- AMS improvements in development

**Performance Goal 1.1.6 -
Reduce Class I ECP Implementation Cycle Time**

- **Goal:** Ensure the timeliness of Class I ECP implementation by reducing Class I ECP Cycle Time by 5% from the FY 98 average
- **FY99 Goal/Target:** 64 days or less
- **Current Status:** RED (92 days cum avg.)
- **Description of Progress to Date:** Improved since last quarter
- **Anticipated Problems:** ECPs delayed awaiting funding, block changes, test results, etc.
- **Prediction of EOY Status/Position:** RED
- **District Process Owner:** Kevin Kaboli

Performance Goal 1.1.6 - Reduce Class I ECP Implementation Cycle Time



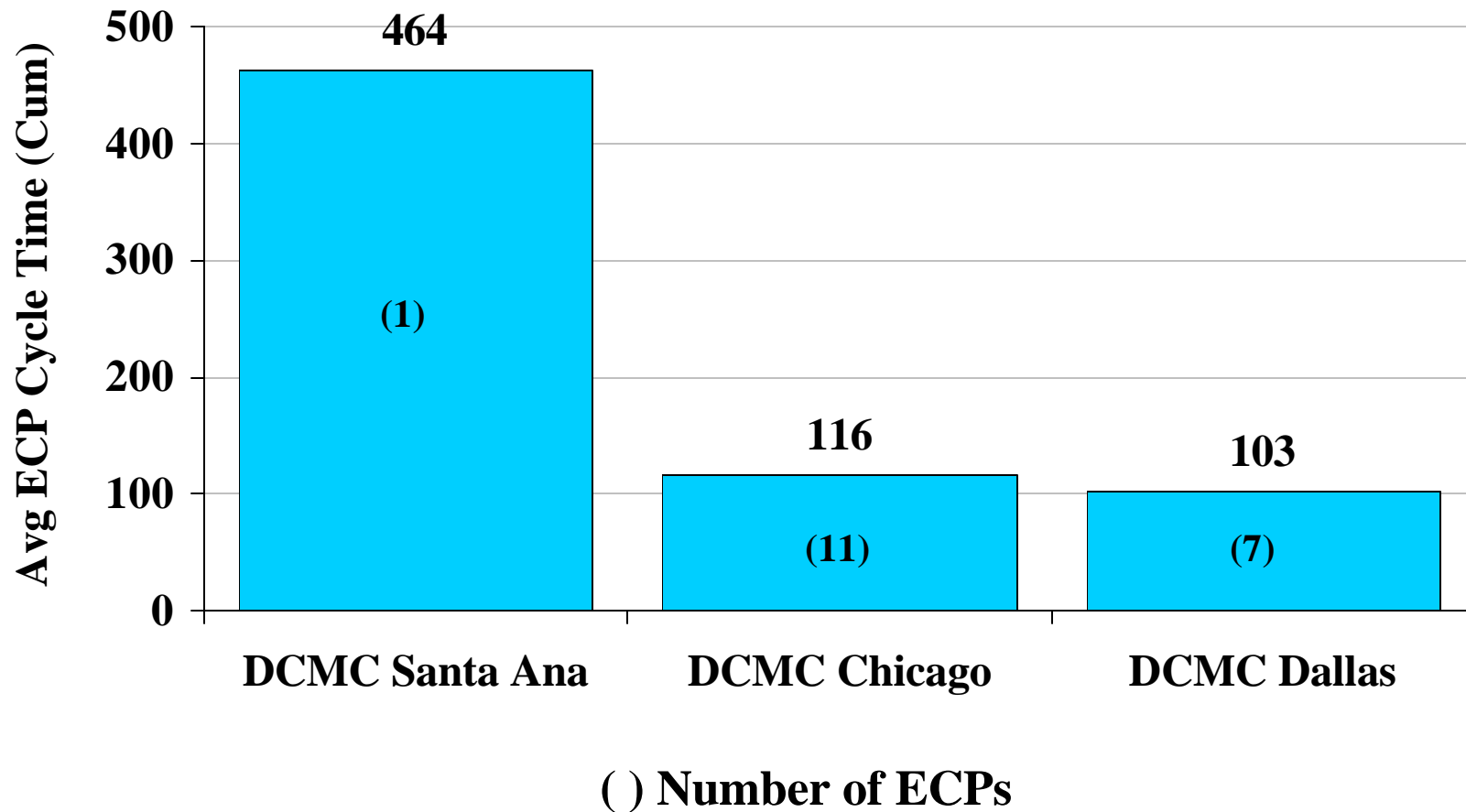
— FY 99 Goal	64	64	64	64	64	64	64	64	64	64	64	64
—■ Total Cycle Time (Cum Avg)	70	125	109	104	93	92						
CAOs Cycle Time (Cum Avg)	31	26	23	24	22	19						
Monthly Cycle Time	70	180	75	90	51	88						
# of ECPs	31	33	41	26	37	38						

Source: ACTS DATA

DCMDW

**Performance Goal 1.1.6 -
Reduce Class I ECP Implementation Cycle Time**

Pacing CAOs (Days)



DCMDW

Performance Goal 1.1.6 -
Reduce Class I ECP Implementation Cycle Time

DCMC Santa Ana (1) - Non critical low/priority item on the Sea Wolf Attack Submarine, held at the “Naval Undersea Warfare Center” Program Office.

DCMC Chicago (11) - ECP backlog being cleaned up at TACOM program office on Oshkosh Army Truck Programs (HEMTT and HETS). ECPs status being reviewed and prioritized at Management Council meetings.

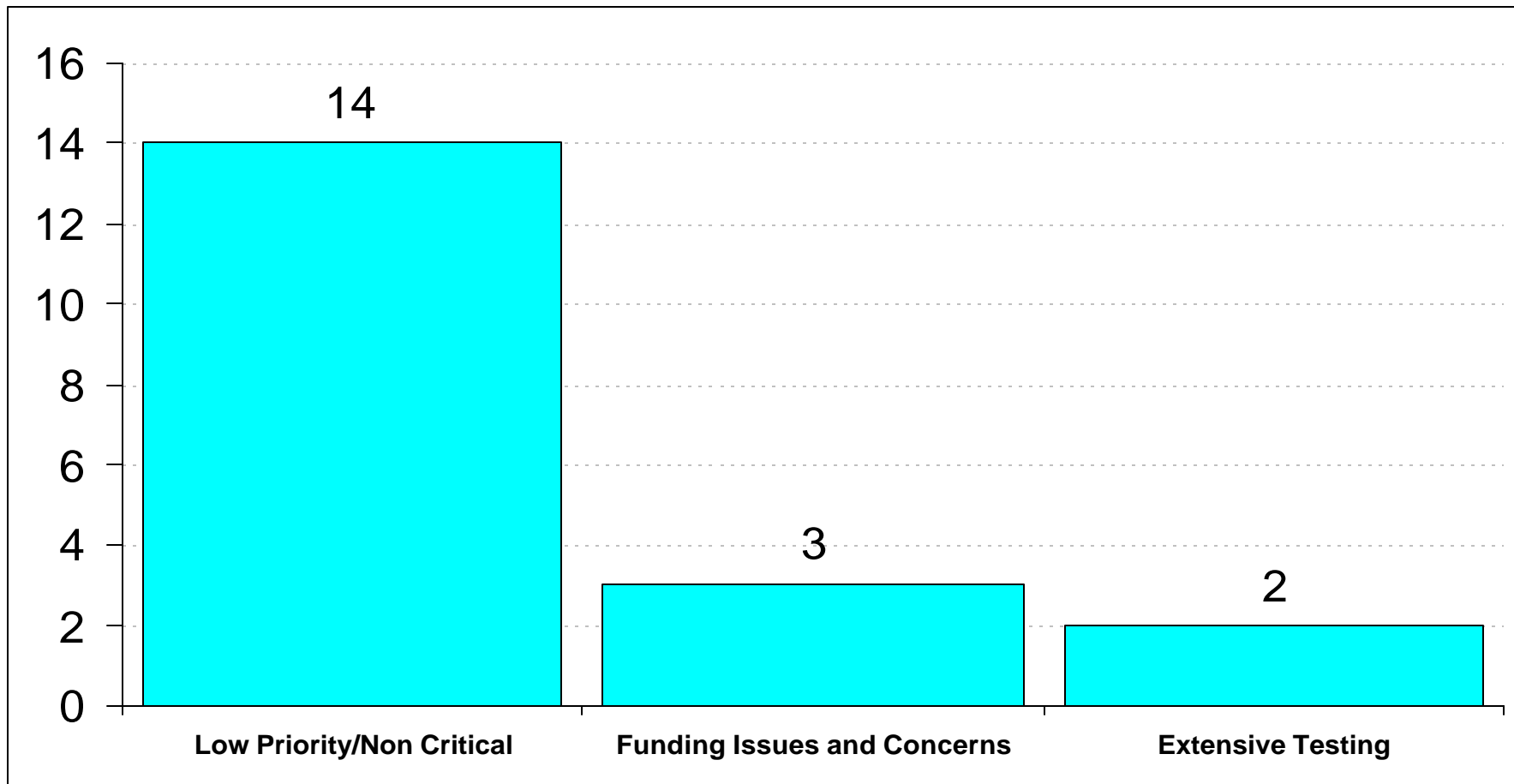
DCMDW

Performance Goal 1.1.6 -
Reduce Class I ECP Implementation Cycle Time

DCMC Dallas (7) - Technical reviews at the Army
AMCOM Program Office on Lockheed Martin (LMVS)
Multiple Launcher Rocket System (MLRS) Program.
LMVS is implementing (CY00) an improved Product
Data Management system which will facilitate electronic
ECP processing.

Performance Goal 1.1.6 - Reduce Class I ECP Implementation Cycle Time

ROOT CAUSE ANALYSIS



DCMDW

**Performance Goal 1.1.6 -
Reduce Class I ECP Implementation Cycle Time**

Summary:

- CAOs are fully engaged and performing well.
 - CAOs Cycle Time Cum Avg 19 days
 - Total Cycle Time Cum Avg 92 days
- District monitoring cycle time with high volume buying offices

Performance Goal 1.2.5 - Canceling Funds

- Performance Goal Description: Ensure 85% of funds do not cancel
- FY99 Goal/Target: 85% / \$115M
 - Baseline: \$769M
- Rating: GREEN
- FY99 YTD Results: 21%/\$611M (Funds Still at Risk)
- Anticipated Problems: DFAS ACRN ULO Adjustments
- Projection of EOY/Position: On pace to be Green by end of FY99, however PC predicts only 60% (Red) of goal will be achieved.
- District Process Champion: Lolita Pizarro

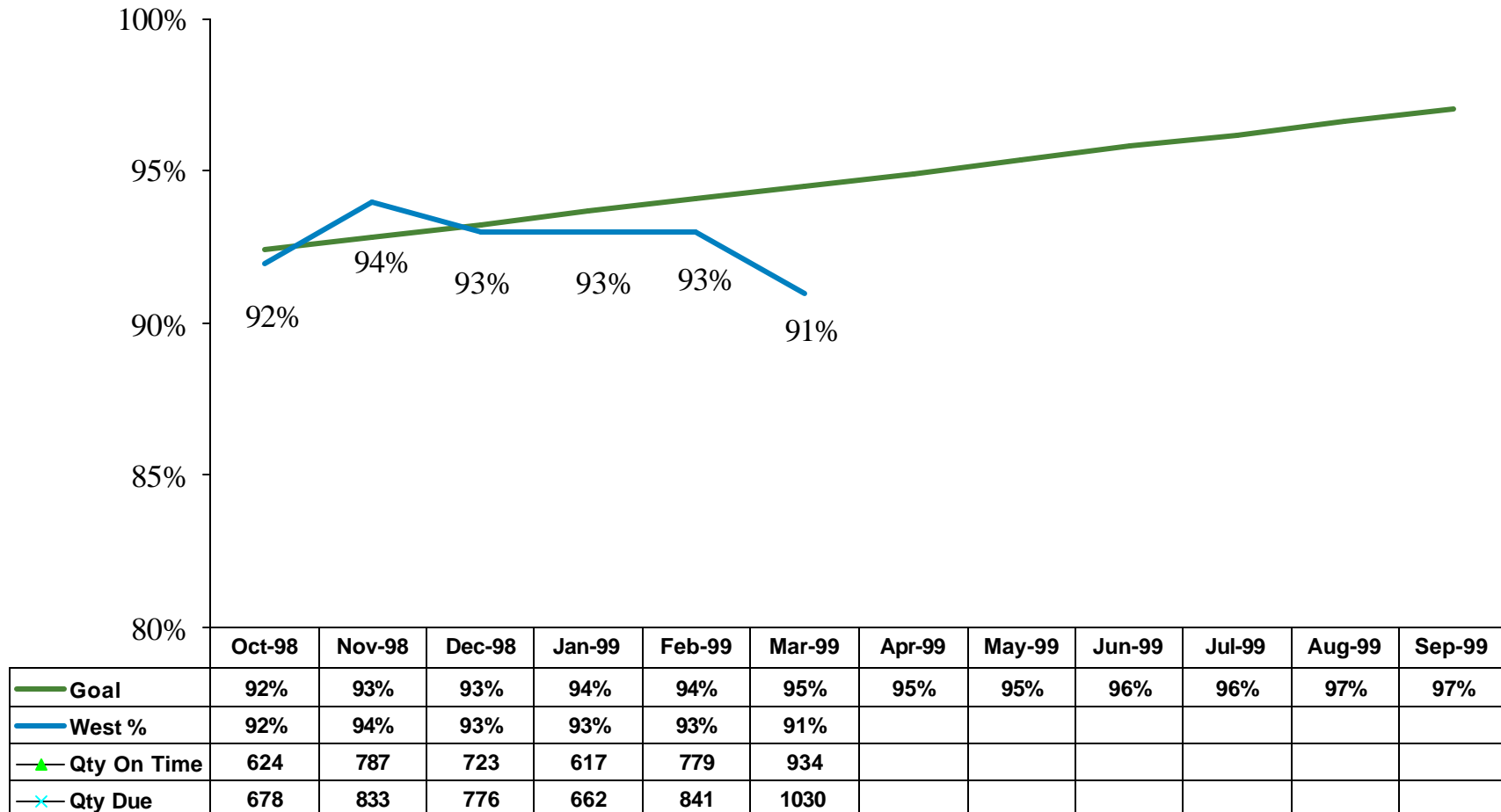
Performance Goal 1.1.8 - Respond to Customer Priority Requests (CPRs) 95% of the time

- **Performance Goal Description:** Improve the number of Customer Priority Requests (CPRs) that are responded to within 5 business days by 5%
- **Planned Goal/Target:** 97%
- **FY99 YTD Results:** 91% response within 5 business days
- **Rating:** YELLOW
- **Description of Progress To Date:** Most CAOs are currently closing the CPRs in a timely manner.
- **Anticipated Problems:** None
- **Prediction of EOY status:** Anticipate meeting goal as a District

Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

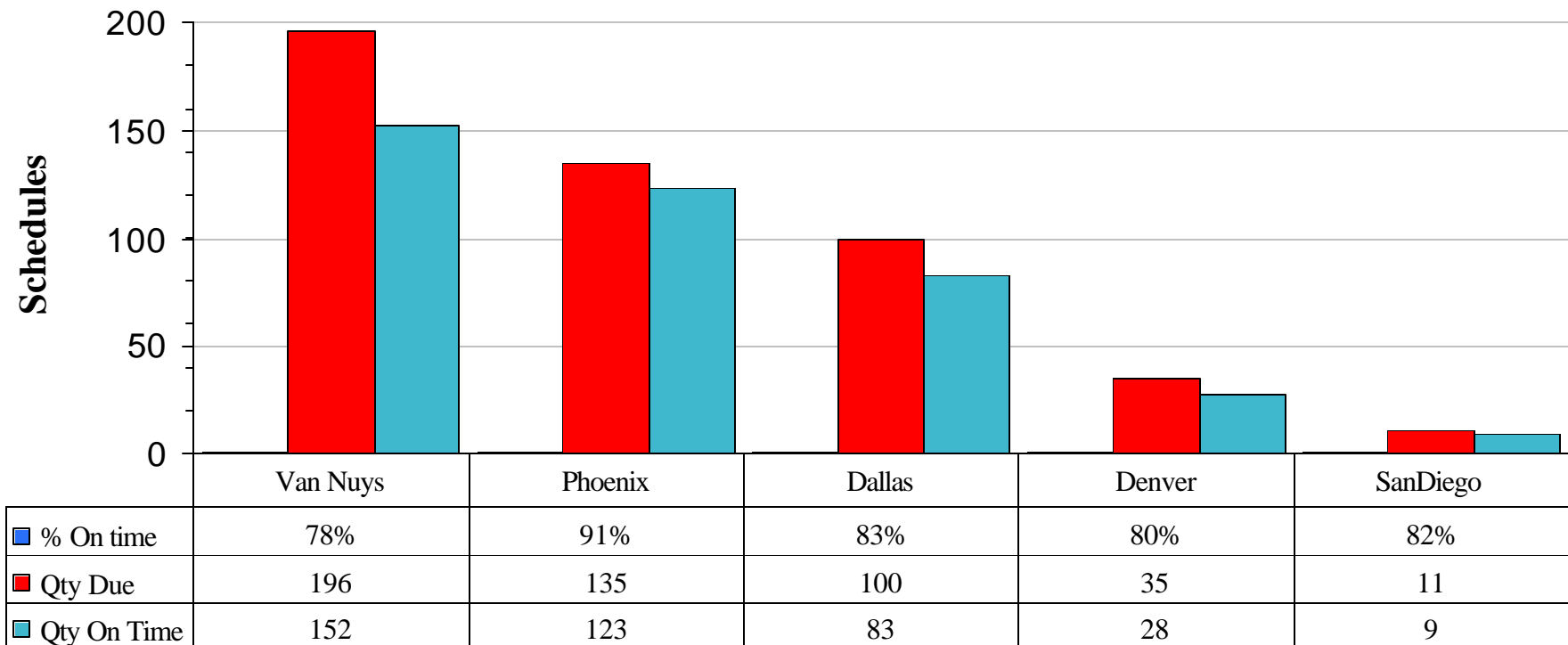


Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

Pacing CAOs



Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

Pacing CAO

- **DCMC Van Nuys**

- **Root Cause:**

- Sysops did not complete Contract Administration Team (CAT) changes in Alert System.

- **Corrective actions:**

- Sysops is currently working backlog of over 200 hundred CAT changes and will be completed by July 1999.

- **Estimated Completion date of : July 1999.**

Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

Pacing CAO

•DCMC Phoenix

•Root Cause:

- During March time frame, DCMC Phoenix experienced several extended periods where Alerts software (or Oracle server) was down. The Fluids team had 7 of the late responses. The customer received an interim response on all seven by the suspense date, either by phone or fax.
- The Albuquerque team had one late response. This team has experienced intermittent Wide Area Network problems since December 1998.
- No priority set for closing out customer requests.

•Corrective Action:

- Albuquerque Wide Area Network problem has been resolved.
- Management has instructed the importance of responding to customer requests in a timely manner.

•Estimated get well date: May 1999

Performance Goal 1.1.8
Respond to Customer Priority Requests (CPRs)
95% of the time

Pacing CAO

- **DCMC Dallas:**

- **Root Cause:**

- Alert system not sending automatic e-mail notifications to users
 - DCMC Dallas receiving CPSSs for contracts that are not assigned to them

- **Corrective actions:**

- DCMC TAG has developed a CPSS suspense listing which is updated and posted on the DCMC Dallas Intranet for their users.
 - Dallas will be making calls to those customers sending CPSS requests erroneously to their site and directing them to the correct CAO.

Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

Pacing CAO

- **DCMC Denver:**

- **Root Cause:**

- Seven requests were not processed on time.
 - Six of the requests were one day late due to miscommunication within our staff
 - The seventh one was late due to inadequate hand-off from one team member to another

- **Corrective actions:**

- Commander personally assures that all Team Leaders and Group Leaders will focus on timely responses to customer CPSS requests.

Task 1.1.8

Respond to Customer Priority Requests (CPRs)

95% of the time

Pacing CAO

- **DCMC San Diego:**
 - **Root Cause:**
 - Systemic problem with the automatic e-mail notification of released Alerts' CPSS notifications.
 - **Corrective actions:**
 - TAG will continuously monitor the Alerts' CPSS summary screen and ensure the responses are timely.
 - **Estimated Get Well Date:** May 15, 1999
 - **Note:** Current status as of May 01, 1999 is 100% response time on all Customer Priority Requests.

Performance Goal 1.1.8
Respond to Customer Priority Requests (CPRs)
95% of the time

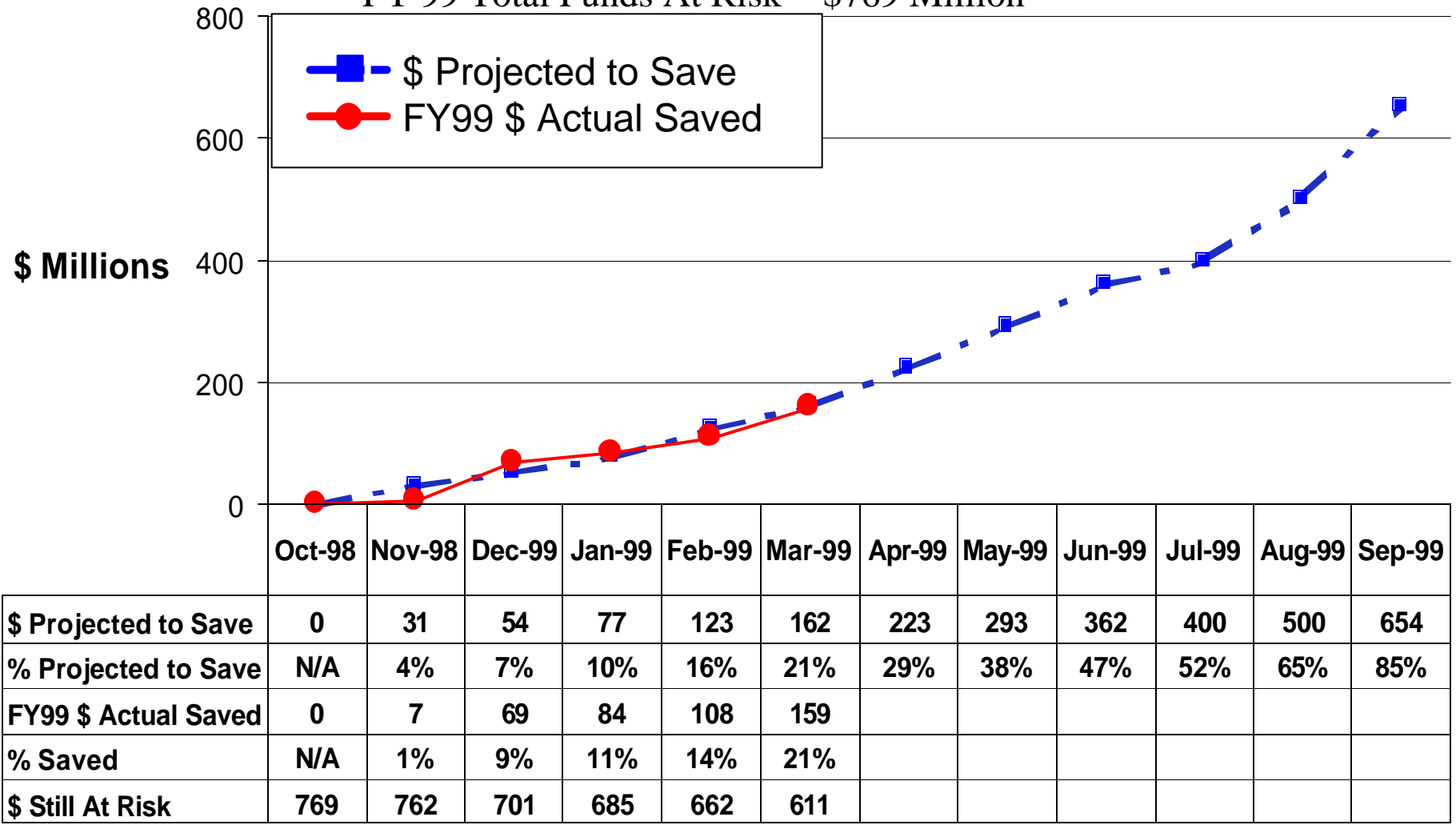
Bottom Line:

- Anticipate meeting EOY FY99 District Goal of 97%
- Process Champion will keep in contact with CAOs not meeting this goal and work with them to assure implementation of their corrective action plans.

Performance Goal 1.2.5

Reduce Canceling Funds 85%

FY 99 Total Funds At Risk - \$769 Million

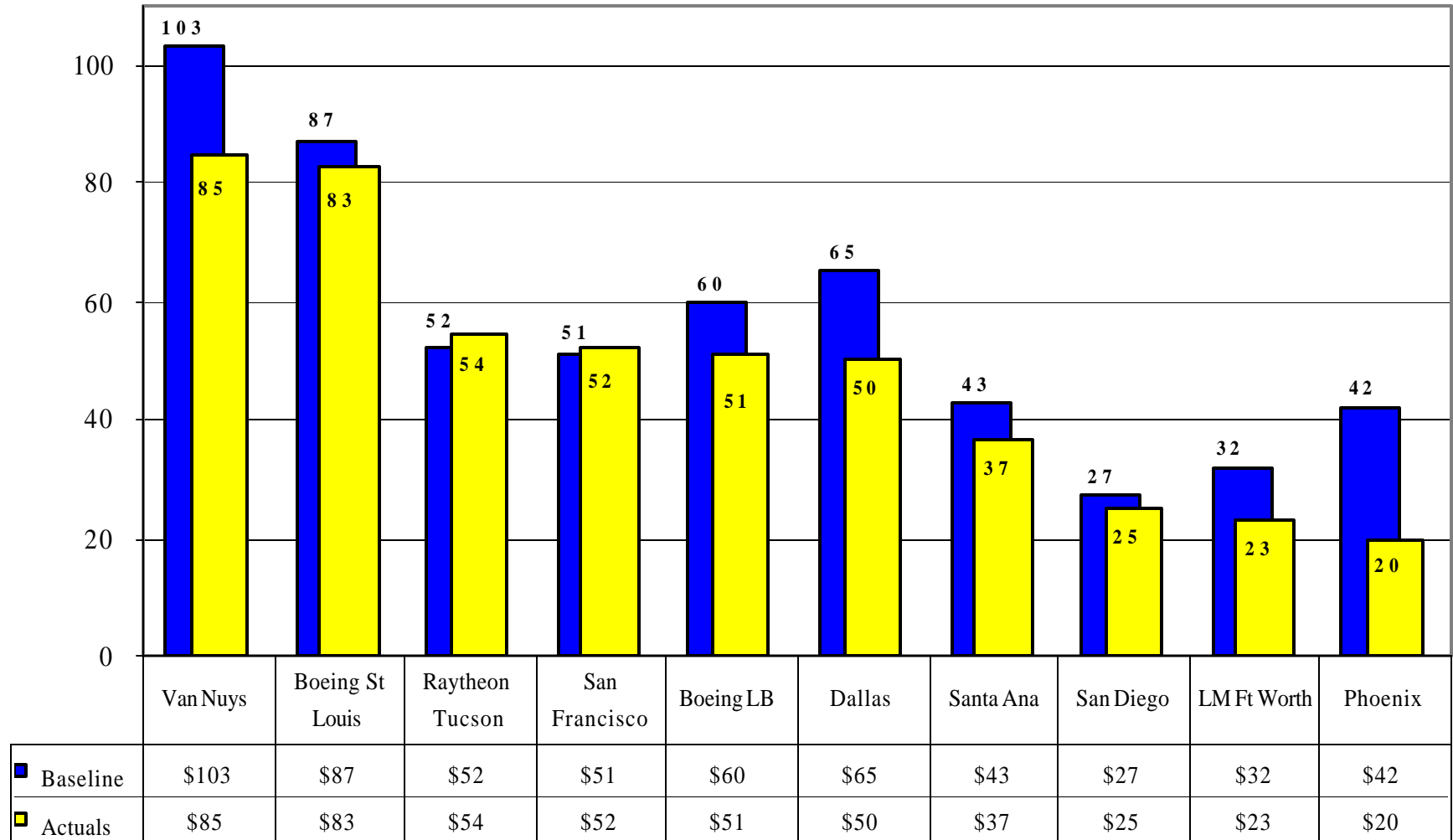


Data Source: DCMC Web Site - Canceling Funds

Performance Goal 1.2.5 - Canceling Funds

Canceling Funds Pacing CAOs

\$ Millions



Data Source: DCMC Web Site - Canceling Funds

Performance Goal 1.2.5 - Canceling Funds

Bottom Line:

- Current Performance good.
- Web Based Activities
 - Monthly SDW data pulled by HQ and posted on the web
 - New web-based reporting system approved by HQ on 1/15/99
 - Web-based system should be available by 8/1/99
 - No monthly reporting with new system - real-time updates
- The District Process Champion will ensure CAOs identify 100% of funds requiring replacement do not cancel.

Task 1.2.6 - Maintain Analytical Assessments

Task Description: Percentage of analytical products complete & current.

Planned Goal/Target: EOY Goal 88%

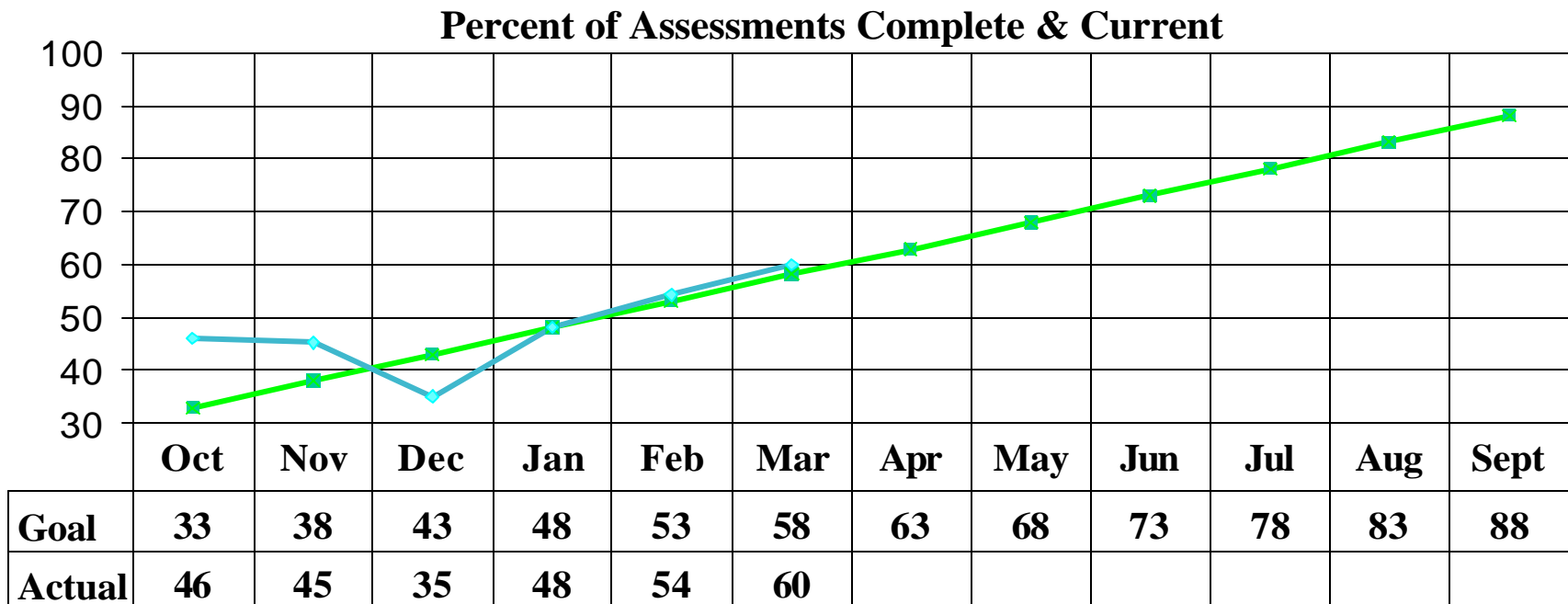
Current Status: Green 60%

Description of Progress To Date: Significantly improved performance

Anticipated Problems: Intermittent Web connectivity challenges

Prediction of EOY Status: Anticipate making the year end goal.

Task 1.2.6 - Maintain Analytical Assessments

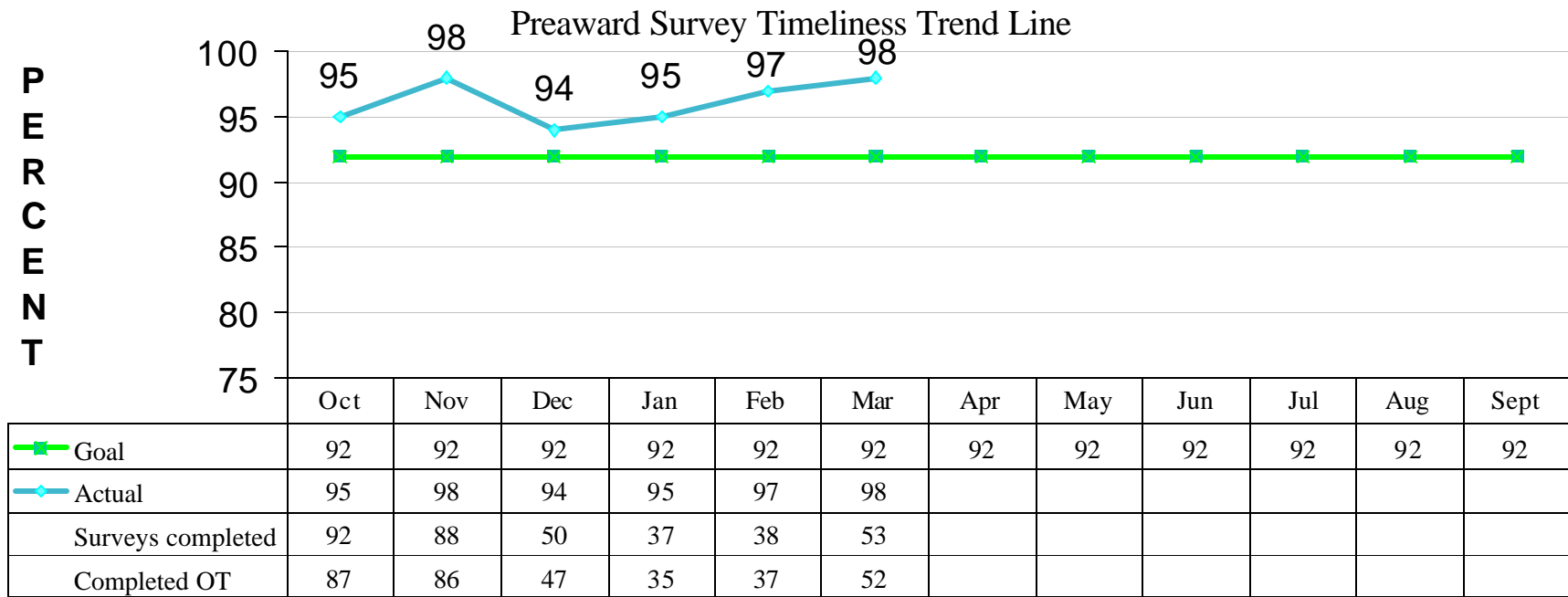


- Data Source Industrial Analysis Metrics Power Cube as of 4-6-99

1.2.7 - Preaward Survey Timeliness

- **Task Description:** Percentage of preawards completed by required date.
- **Planned Goal/Target:** 92%
- **Actual Results:** Green 98%
- **Description of Progress To Date:** CAOs continue to maintain preaward timeliness.
- **Anticipated Problems:** None
- **Prediction of EOY Status:** Anticipate meeting goal.

Task 1.2.7



Data Source Preaward Survey Power Cube dated 4-6-99

Goal Number 1.2.8

Complete 100% of Congressionals and OSD Suspenses on Time

Task Description: Number of Congressional and OSD suspenses completed by the suspense date.

Goal/Target: 100% on time

Current Status: 100% GREEN

Description of Progress to Date: All Congressionals and OSD suspenses have been met on time.

Anticipated Problems: None

Prediction of EOY Status: 100% on time GREEN

Performance Goal 2.1.1

Establishing Final Overhead Rates

- **Performance Goal Description:** Achieve final overhead negotiations within a two or three year cycle for major and non-major contractors respectively. DCAA's definition of a major contractor (over \$80 million of auditable dollar volume) will be used in determining whether a location is major or non-major.

- **Current Status/ Progress to Date :**

	<u>Goal</u>	<u>Results</u>		<u>Rating</u>
	(Open Yrs.)	(Open Yrs.)	(Overage Yrs.)	
– Major:	168	263	148	Red
– Non-Major:	240	289	112	Red

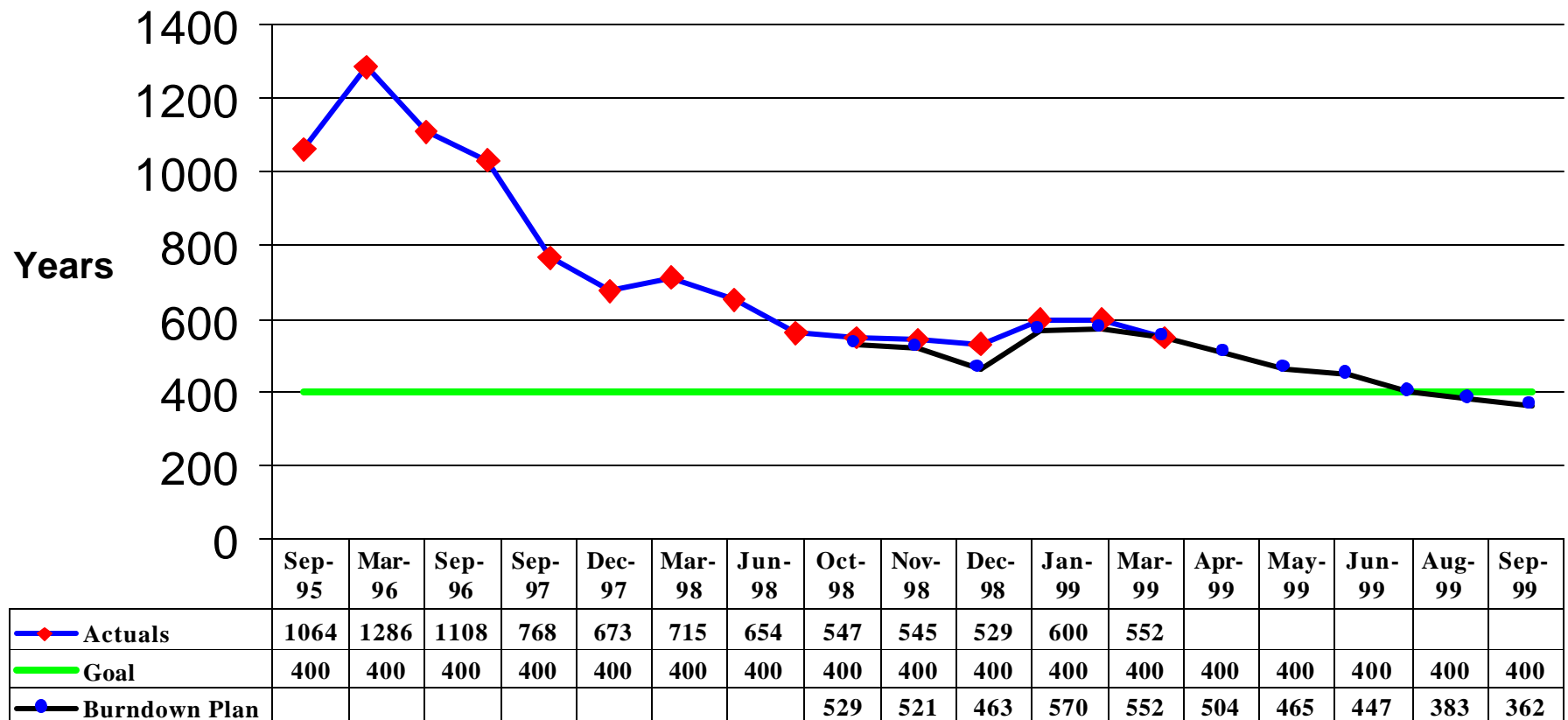
- **Anticipated Problems:** Some CAOs continue to experience delays caused by circumstances beyond the ACOs' control.

- **Prediction of EOY Status:**

	<u>Goal</u>	<u>Results</u>	<u>Rating</u>
		(Open Yrs.)	(Open Yrs.)
– Major:	168	199	Red
– Non-Major:	240	163	Green

Performance Goal 2.1.1 - Establishing Final Overhead Rates

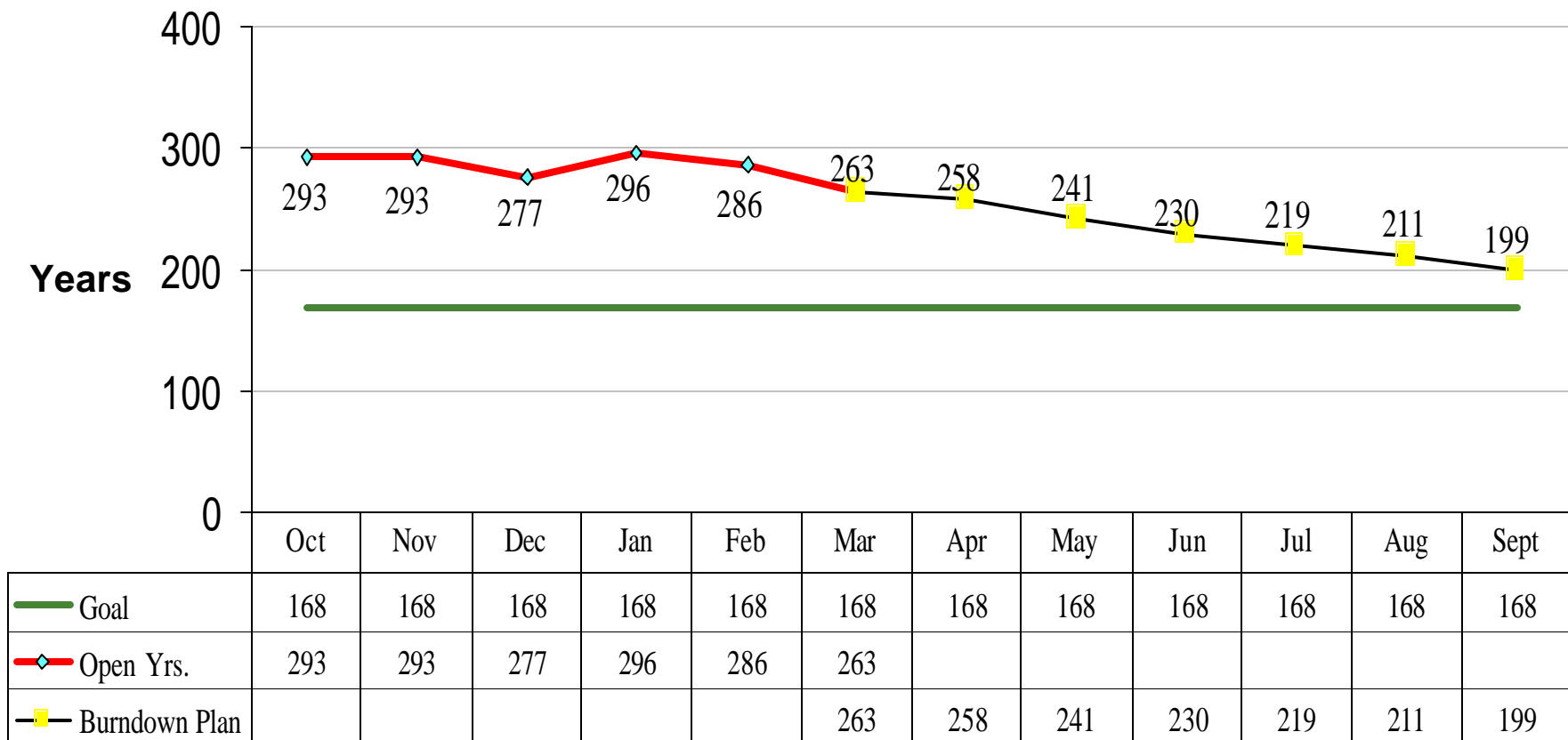
Historical Trend - ACO Negotiated



Performance Goal 2.1.1- Establishing Final Overhead Rates

Major Overhead Years

FY 99



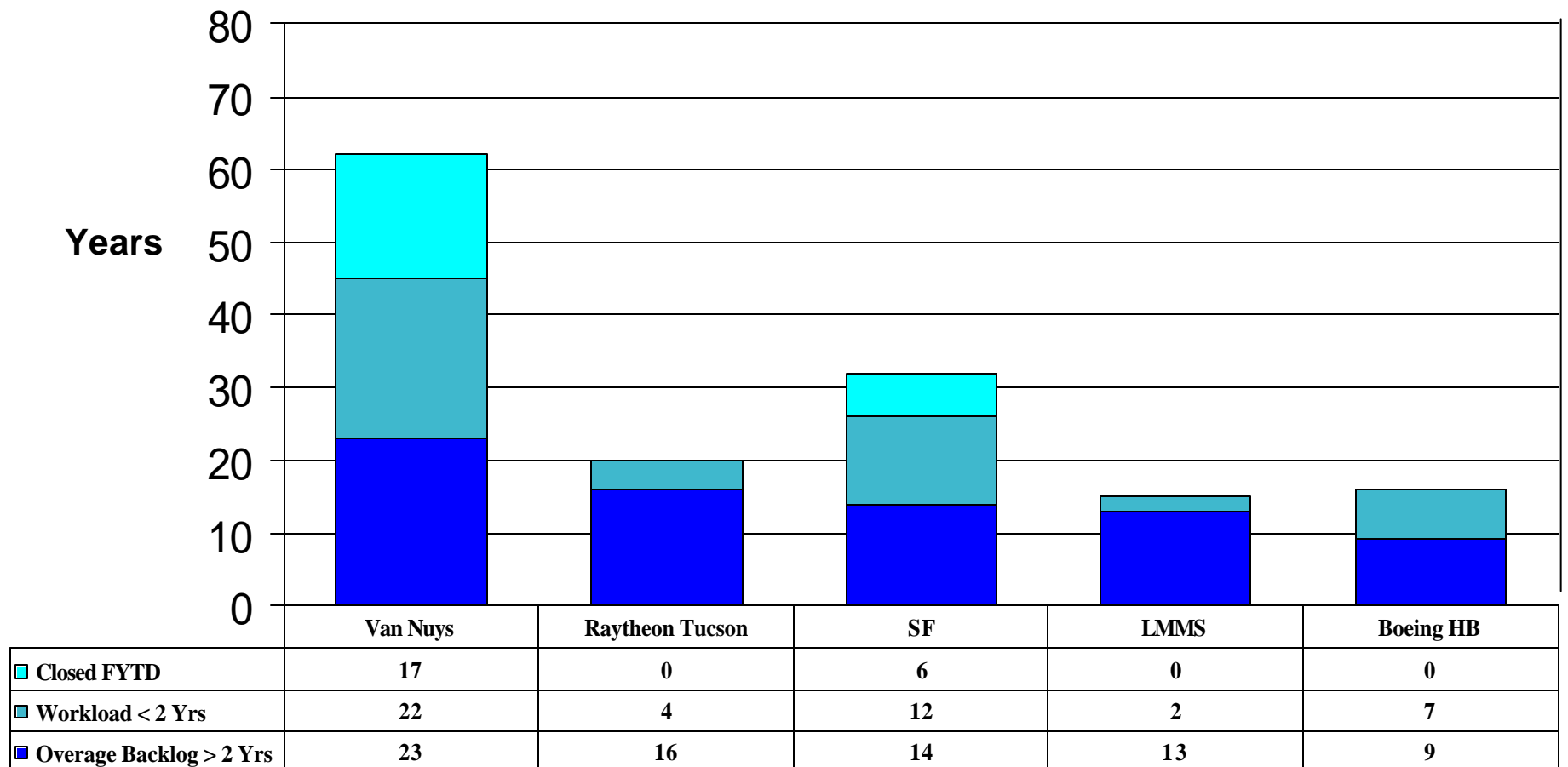
(6/12/6 cycle time)

Data Source: AMS (Closings) + Process Champion Data derived from former DD 1558 Report

Performance Goal 2.1.1 - Establishing Overhead Rates

Pacing CAOs for Major Open Overhead Years

FY 99



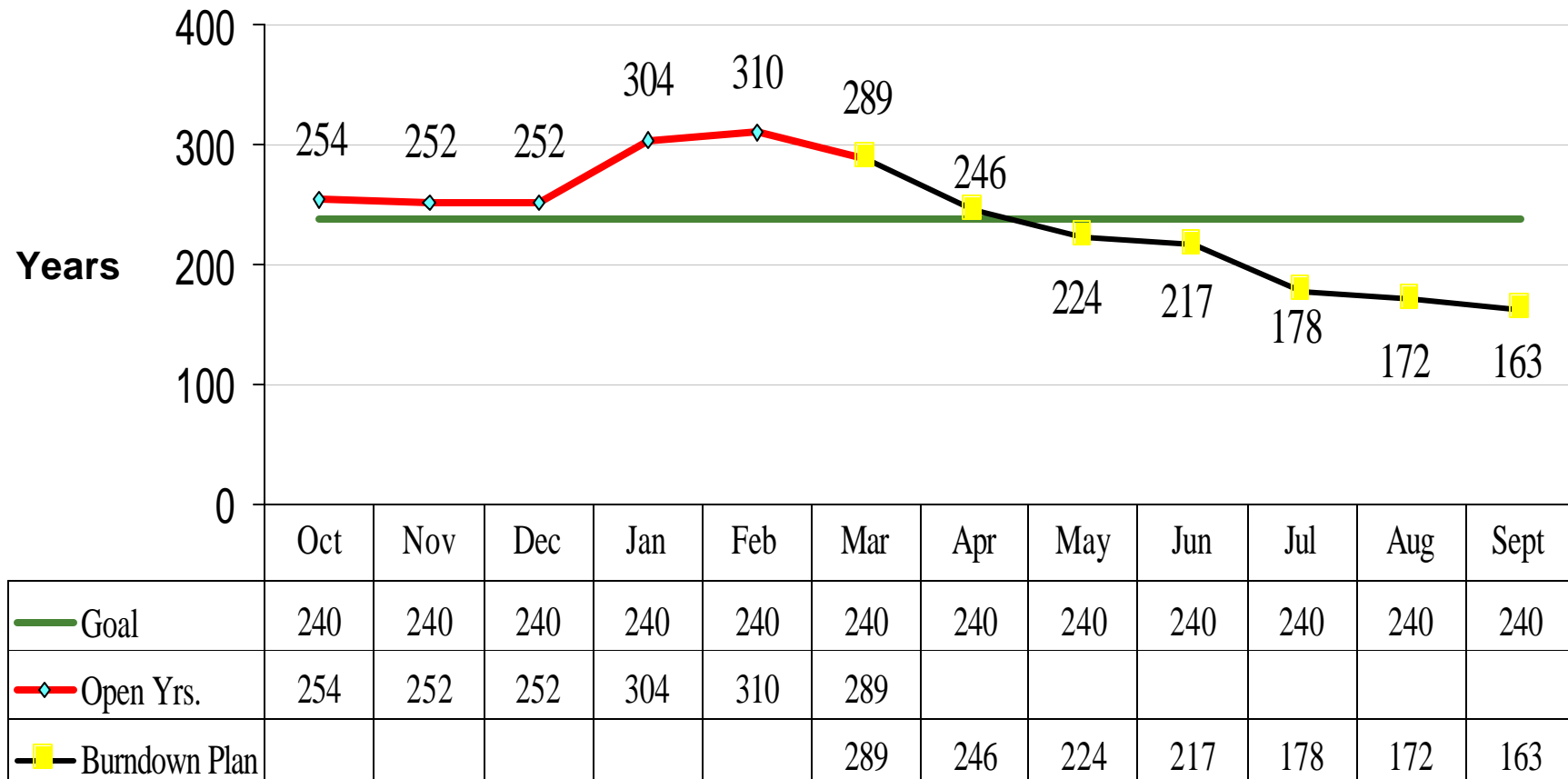
Performance Goal 2.1.1 - Establishing Overhead Rates Pacing CAOs for Major Open Overhead Years FY 99

- Van Nuys:
 - 10 overage major years delayed due to DOJ/DCIS investigations (TRW)
 - 17 major closings FY99 YTD
- Raytheon-Tucson:
 - 16 Overage Years
 - CAO projects they will settle 10 years in FY 99
- San Francisco:
 - Backlog significantly reduced to only 14 years.
- Lockheed Martin Missiles & Space, Sunnyvale:
 - All 15 years delayed due to environmental litigation at corporate office
- Boeing Huntington Beach:
 - Corporate issues delaying settlements:
 - Employee Stock Option Plan (ESOP)
 - Hazardous waste
 - CAS 405

Performance Goal 2.1.1- Establishing Final Overhead Rates

Non-Major Overhead Years

FY 99



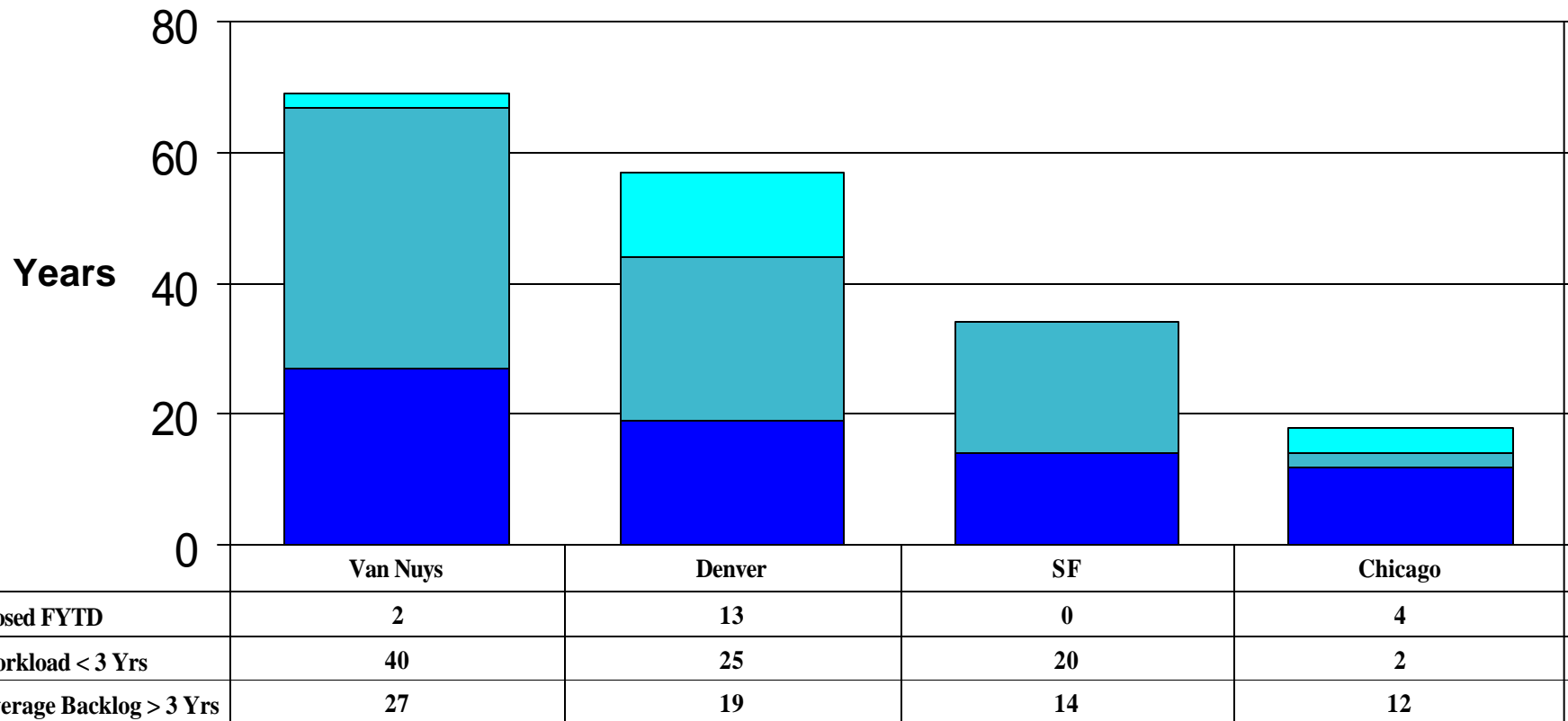
(6/24/6 cycle time)

Data Source: AMS (Closings) + Process Champion Data derived from former DD 1558 Report

Performance Goal 2.1.1 - Establishing Overhead Rates

Pacing CAOs for Non-Major Open Overhead Years

FY 99

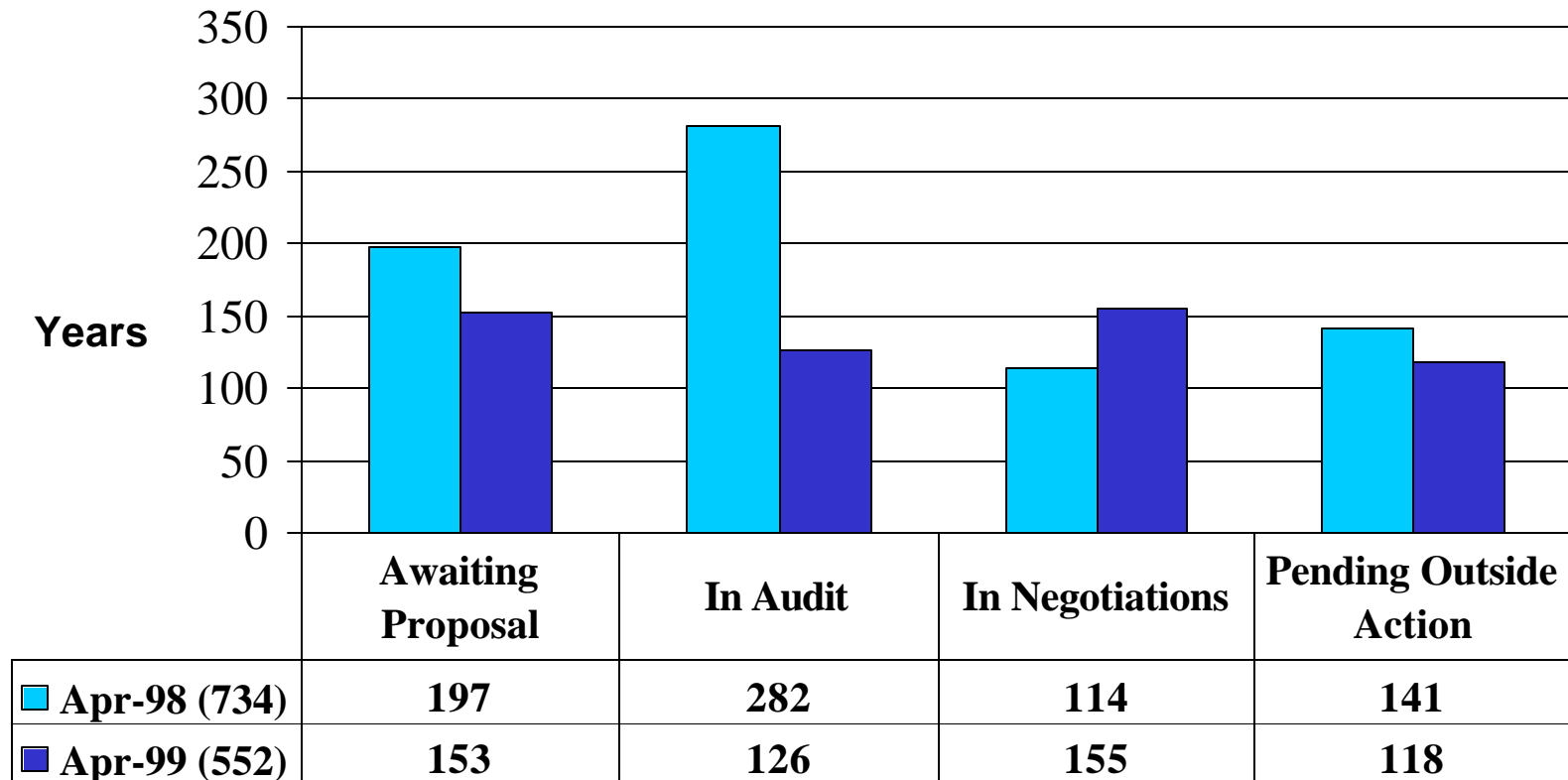


Performance Goal 2.1.1 - Establishing Overhead Rates Pacing CAOs for Non-Major Open Overhead Years ACO Negotiated

- Van Nuys:
 - 17 overage non-major years awaiting corporate allocations
 - 12 years delayed due to DOJ/DCIS investigations
 - Mission Research - 1
 - TRW - 11
- Denver:
 - Most overage years are Form 1s appealed to ACO
 - All are either in pre-negotiation or negotiation status
 - SAV scheduled for July
- San Francisco:
 - Backlog significantly reduced to only 12 out of 32 non-major years
- Chicago:
 - 6 years in litigation - settled: ACO in process of closing
 - 5 years pending ASBCA appeal - July 1999

Performance Goal 2.1.1 - Establishing Overhead Rates

Process Status



Data is displayed in order from the beginning to the end of the process.

DCMDW

Performance Goal 2.1.1 - Establishing Overhead Rates CACO Overhead Settlements

YEAR											
1998	X	X	X	X	X	X	X	X	X	X	X
1997	X	X	X		X	X	X	X	X		X
1996		X						X	X		
1995											
Contractor	Aerojet	Alliant Tech Systems	Boeing North American	Computer Sciences	Honeywell	Logicon	Morrison Knudsen	Motorola	Raytheon E-Systems	Sundstrand	Teledyne

LEGEND:

Complete

Open/Not Overage

Open/Overage

Data Source: CACO input as of June 11, 1999

Performance Goal 2.1.1 - Establishing Overhead Rates

Bottom Line:

- CAOs continue to cut into overage backlog
- DIRAMS enhancements to be implemented
- CAOs need to enter additional new contractor fiscal years into DIRAMS
- Process Champion and DCMC OHC visits to continue at selected CAOs
- DCMDW/DCAA continuing to pursue timely proposal submittals
- CAOs need to expand “Real Time Rates” involvement
- SFAs engaged

Performance Goal 2.1.2

FPRR/ FPRA Coverage

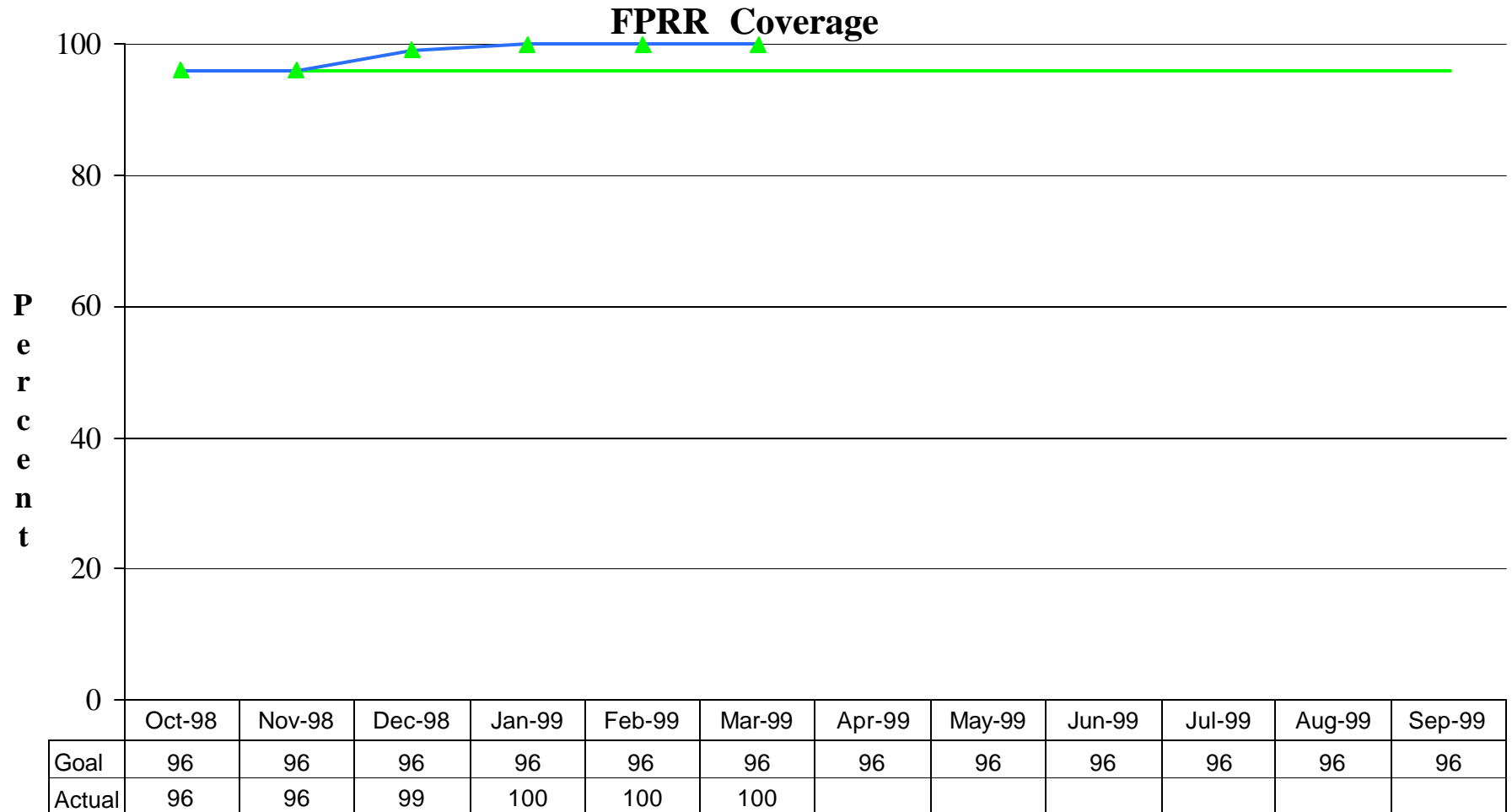
- **Performance Goal Description:** Attain a 96%-100% forward pricing rate coverage at beneficial segments, with a minimum of 68% of beneficial segments covered by Forward Pricing Rate Agreements (FPRAs) and the balance by Forward Pricing Rate Recommendations (FPRRs).
- **Current Status:** Green
- **Progress to Date:**

	<u>Goal</u>	<u>Results</u>	<u>Rating</u>
– FPRRs	96%	100%	Green
– FPRAs	65%	82%	Green

- **Anticipated Problems:** None
- **Prediction of EOY Status:** DCMDW should meet the command goal.

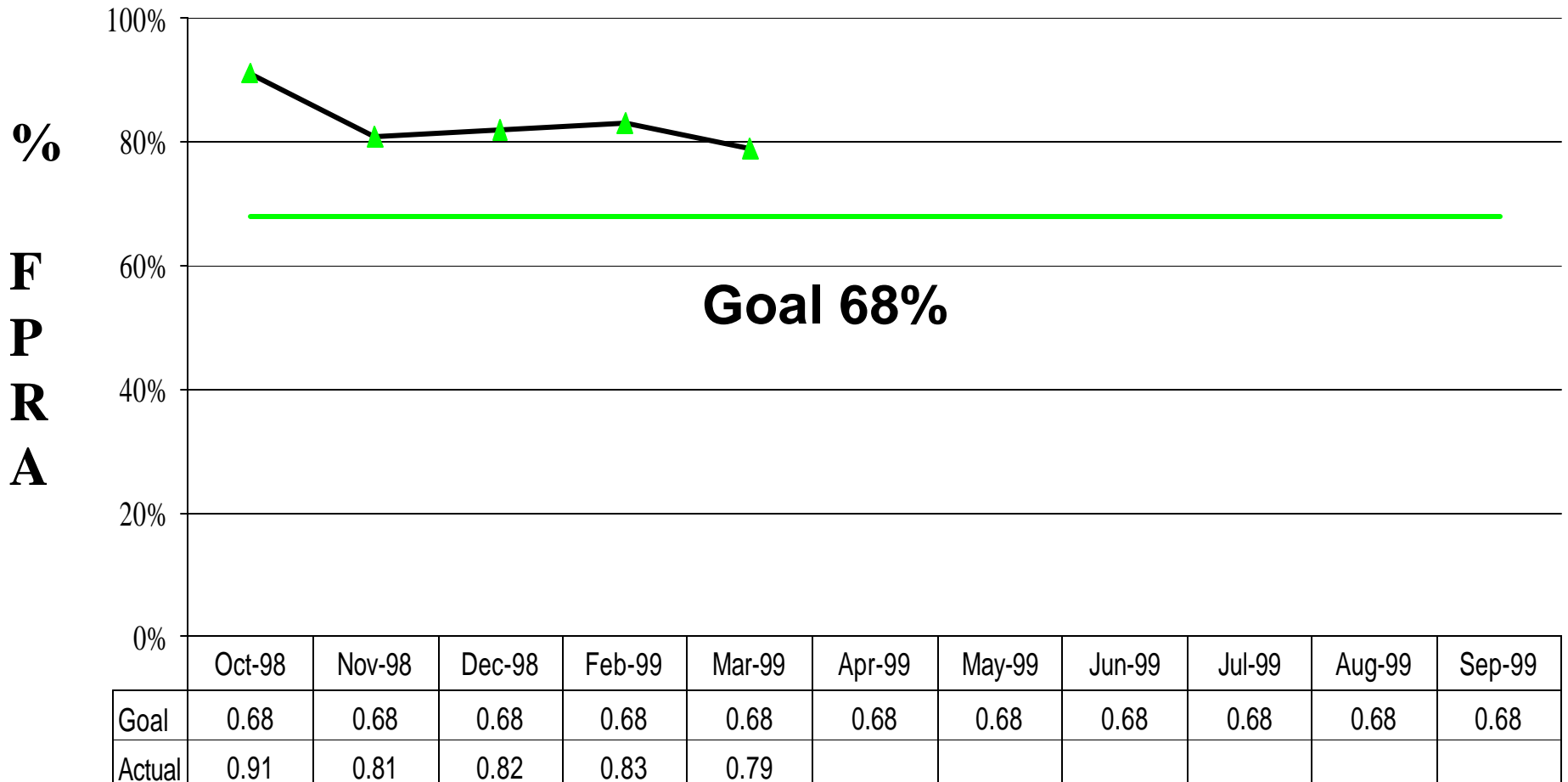
DCMDW

Performance Goal 2.1.2
FPRR Coverage



DCMDW

Performance Goal 2.1.2
FPRA Coverage

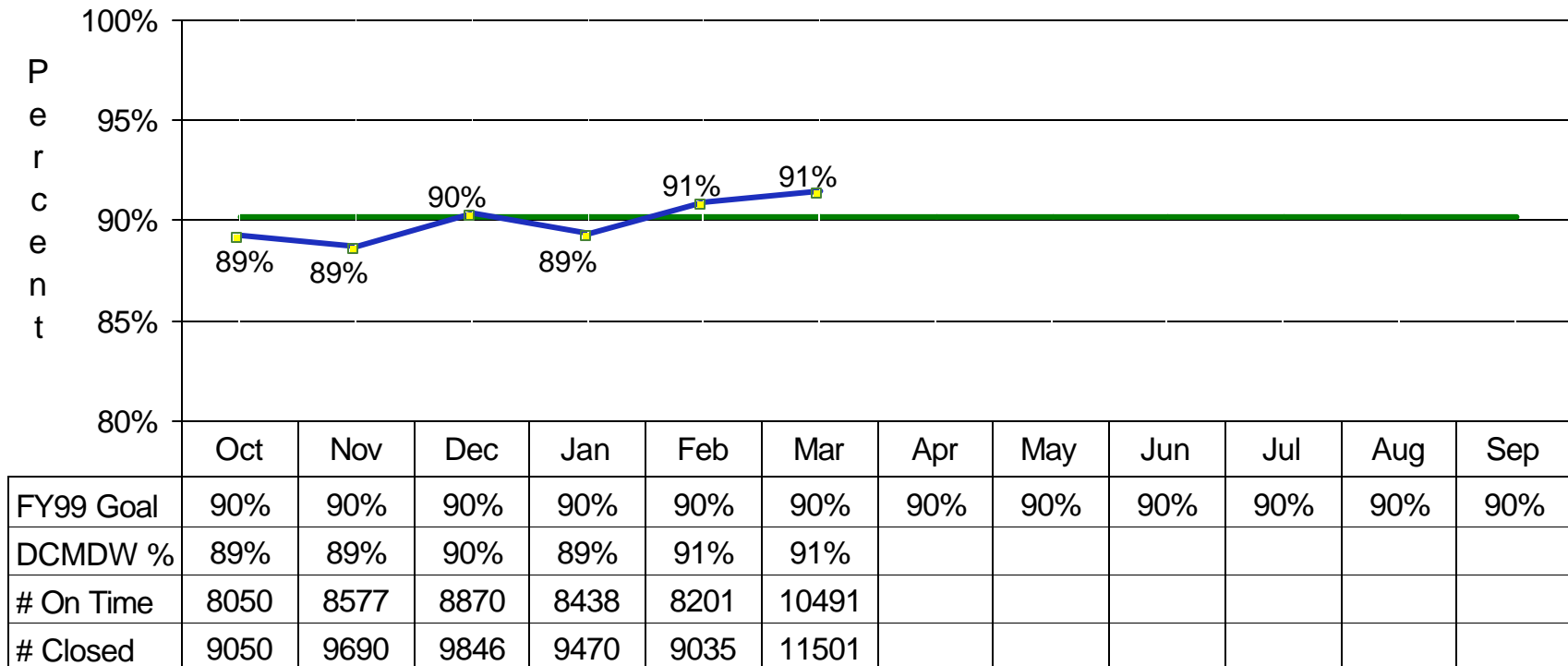


Performance Goal 2.1.3 - Contract Closeout

- **Performance Goal Description:** Achieve closeout of 75% of other than Firm Fixed Price contracts and closeout of 90% of firm fixed price contracts within the FAR mandated timeframes.
- **Current Status: GREEN**
 - FY99 Goal/Target: 90% for FFP
75% for Other than FFP contracts
- **Progress to Date:**
 - FY99 YTD Results: 90.2% for FFP
87.4% for Other than FFP contracts
- **Anticipated Problems:** Project meeting goal
- **Prediction of EOY Status:** Green DCMDW should meet the command goal.

DCMDW

Performance Goal 2.1.3 - Contract Closeout 90% of FFP Closed on Time

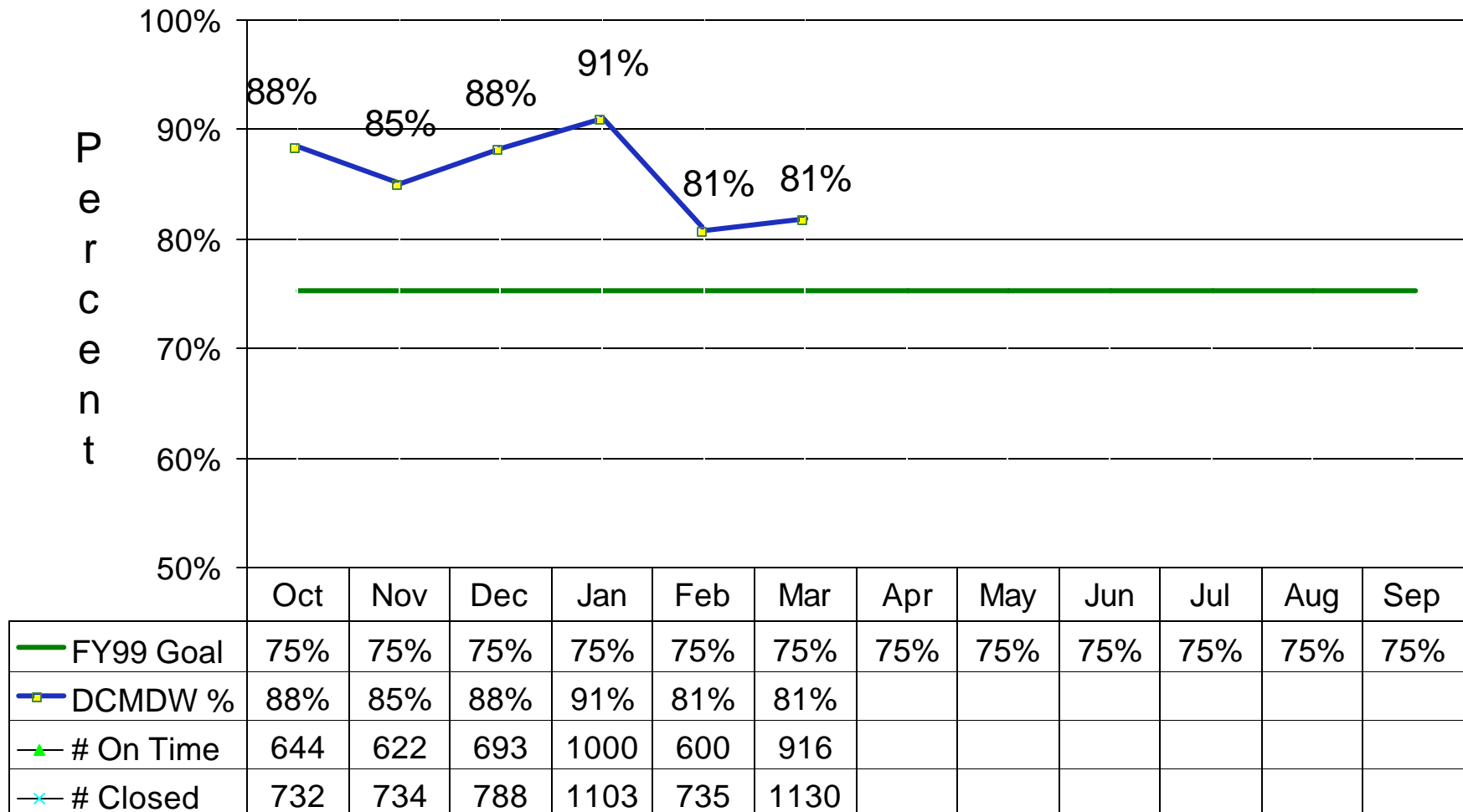


Data Source: Powerplay Cube (Closed8.mdc) As of: 31 Mar 99

DCMDW

Performance Goal 2.1.3 - Contract Closeout

75% of Other than FFP Closed on Time



Data Source: Powerplay Cube (Closed8.mdc) As Of: 31 Mar 99

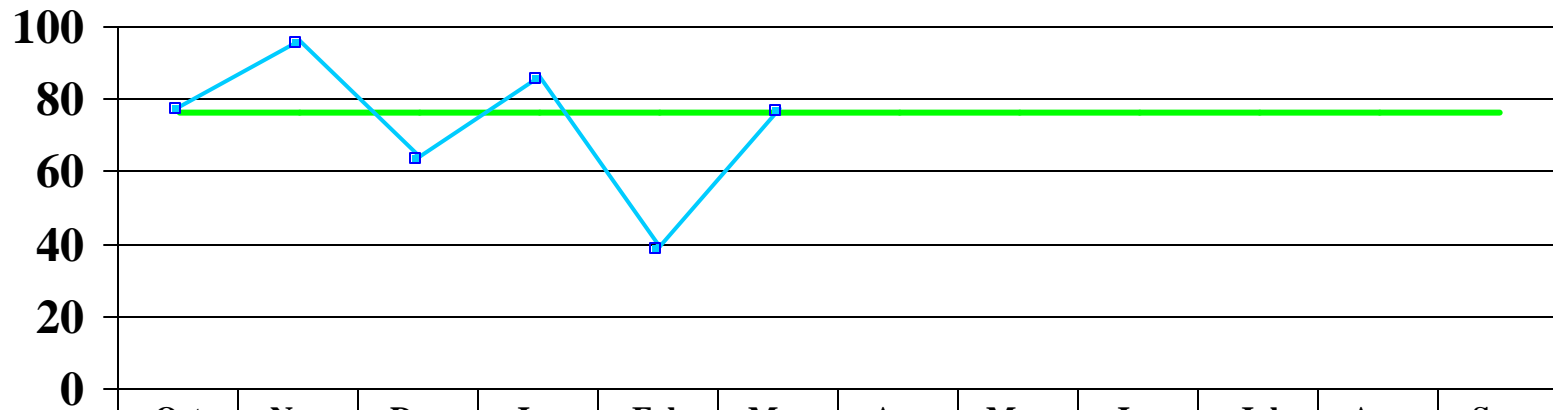
Performance Goal 2.1.4 - Termination for Convenience Cycle Time

- **Performance Goal Description:** Close 75% of dockets within 450 days from the effective date of termination.
- **FY99 Target:** Close 75% of dockets within 450 days of the effective date (excluded are those terminations dockets effective prior to 10/1/96).
- **Current Status:** GREEN 76%
- **Progress to Date:** 2nd Q99 Results Closings were 84 (Balances 2nd Qtr On Hand: 350).
- **Anticipated Problems:** Rating changes month to month. DCMDW did not have more current closing to off set the performance standard that is set in the metric. For example, you can not have more than one closing out of five over 450 days old which would be a Green rating.
- **Prediction of EOY Status:** GREEN

Performance Goal 2.1.4 - T/C Cycle Time

Percent Dockets Closed Less Than 450 Days

Percent



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
— Goal	75	75	75	75	75	75	75	75	75	75	75	75
—■ % Closed	77	95	63	85	38	76						
Less than 450	21	23	10	3	11	19						
No. Closed	27	24	16	17	18	6						

Data Source: TAMS As of: 31 Mar 99

Performance Goal 2.1.5

Reduce Overage CAS Audits

Performance Goal Description: Reduce the total number of overage (over one year from the date of issuance) CAS noncompliance reports by 40%, from the number overage at the end of FY 98.

Current Status: GREEN: 48 Overage CAS Audits (Mar 99)

- Based on year end goal of 36, March goal is 50

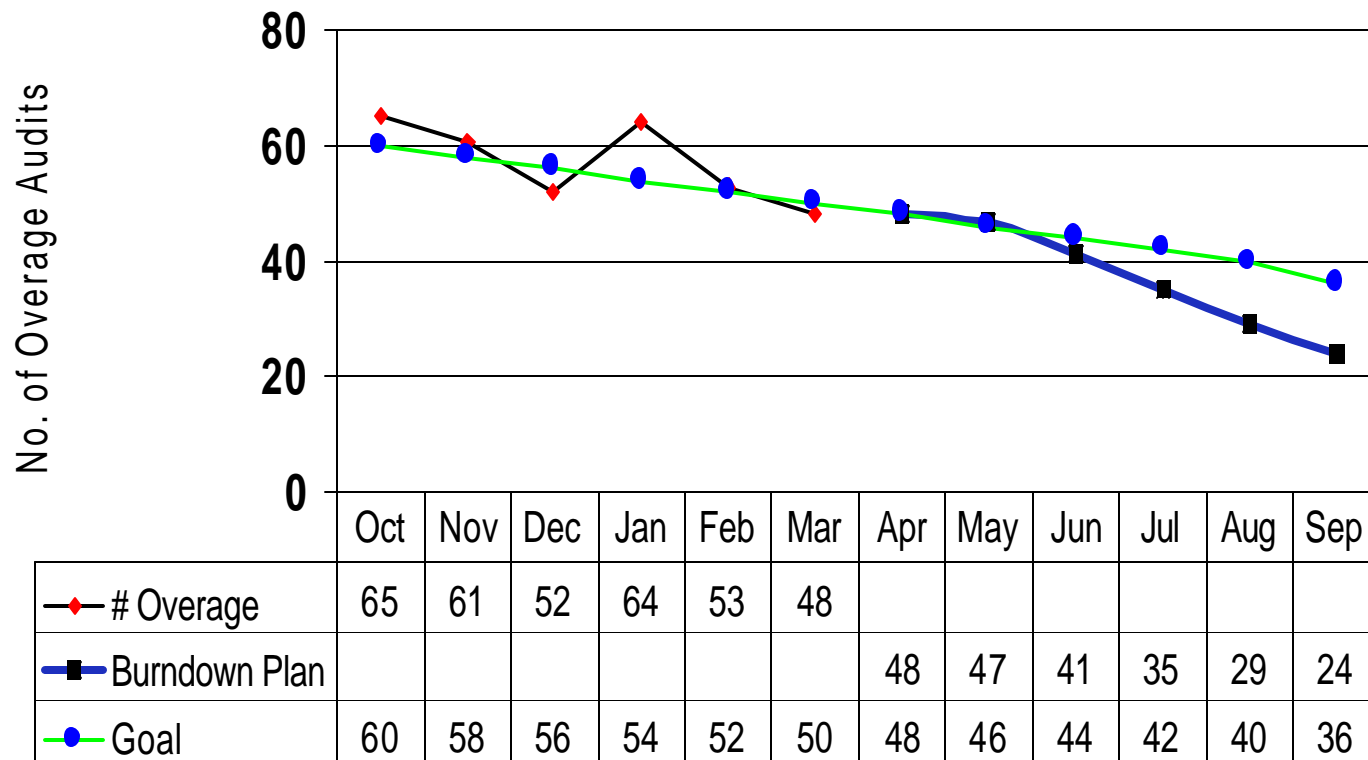
Progress to Date:

- 60 Overage CAS audits - End of FY 98
- 48 Overage CAS audits - Mar 99

Anticipated Problems: CAS audits 6-12 months old continue to age, and many of them will become overage during the remaining months of this fiscal year.

Prediction of EOY Status: Based on CAO projected disposition dates in Contract Audit Followup (CAFU) database, DCMDW should meet the command goal.

Performance Goal 2.1.5: Reduce Overage CAS Audits 40% Decrease in Overage CAS Audits From FY 98

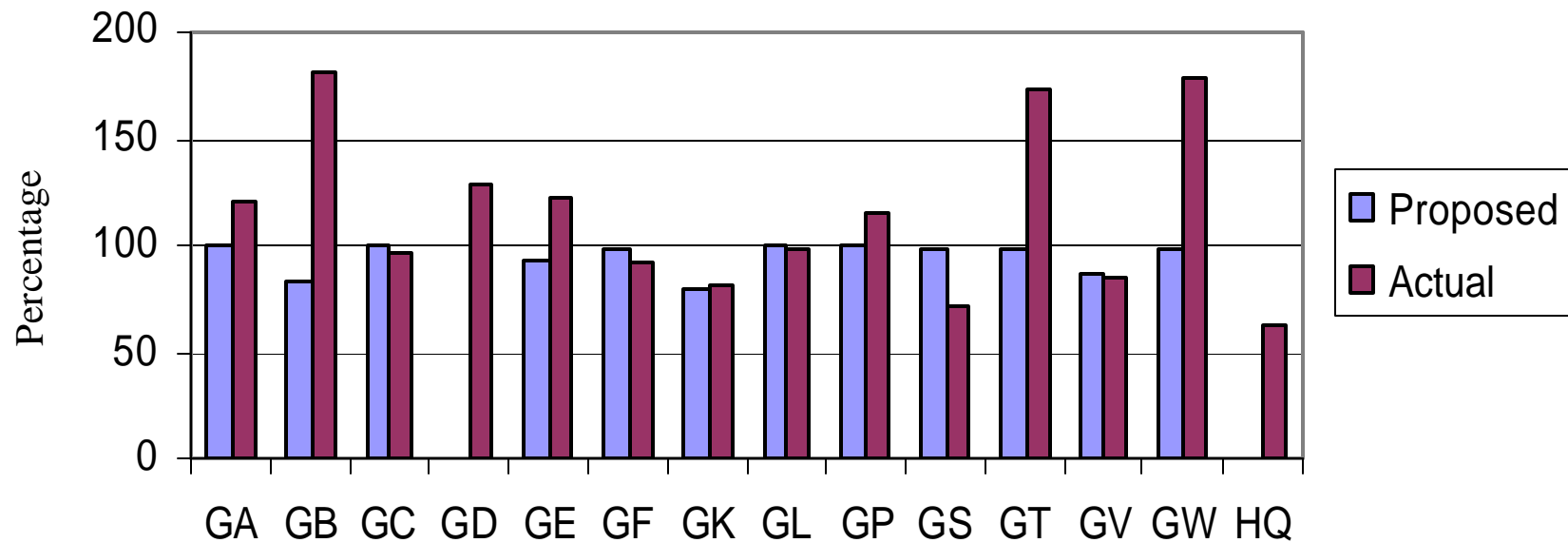


Data Source: CAFU Database as of March 31, 1999

Performance Goal 2.1.11 - GOV Utilization

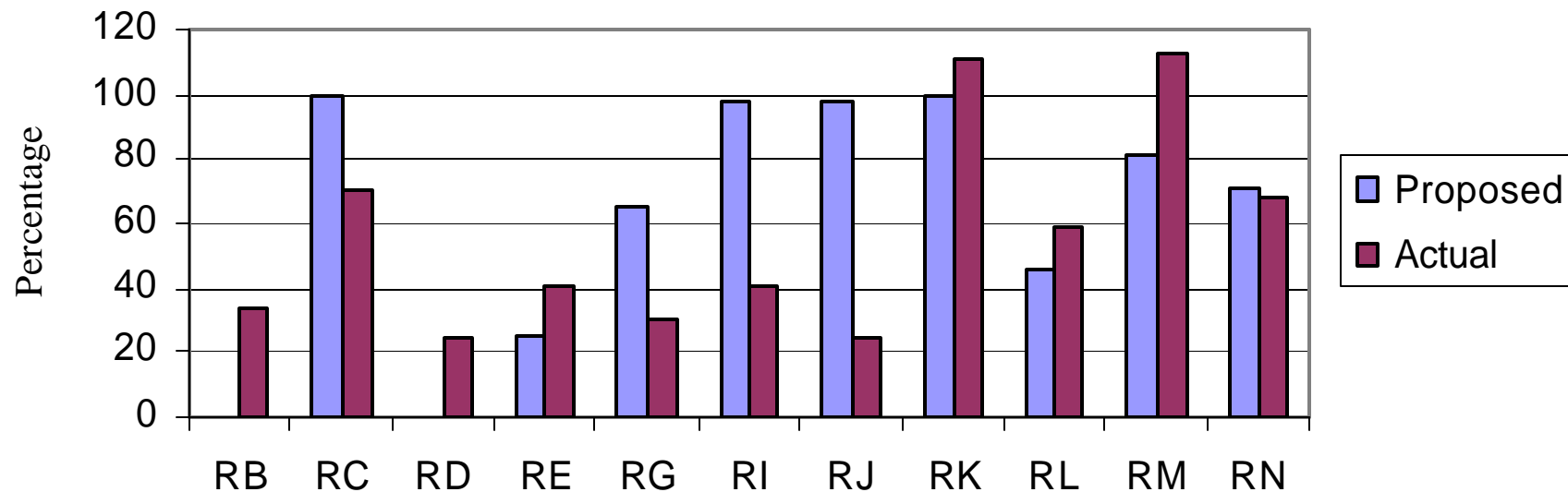
- Task Description: Achieve the minimum utilization rate of 98% for all GSA leased vehicles in the DCMC fleet (CONUS)
- Goal/Target: 98% utilization
- Current Status: Green 101.2%
- Description of Progress to Date: DCMDW had achieved the best utilization rate with out effecting mission requirements. 6 months ago, District West reduced their fleet by 25%.
- Anticipated Problems: New calculation methodology for 3rd and 4th Qtr. Count only the GOV's that meet or exceed the rate of 90% of the 98% target.
- Predication of EOY Status/Position: Red

GOV Utilization



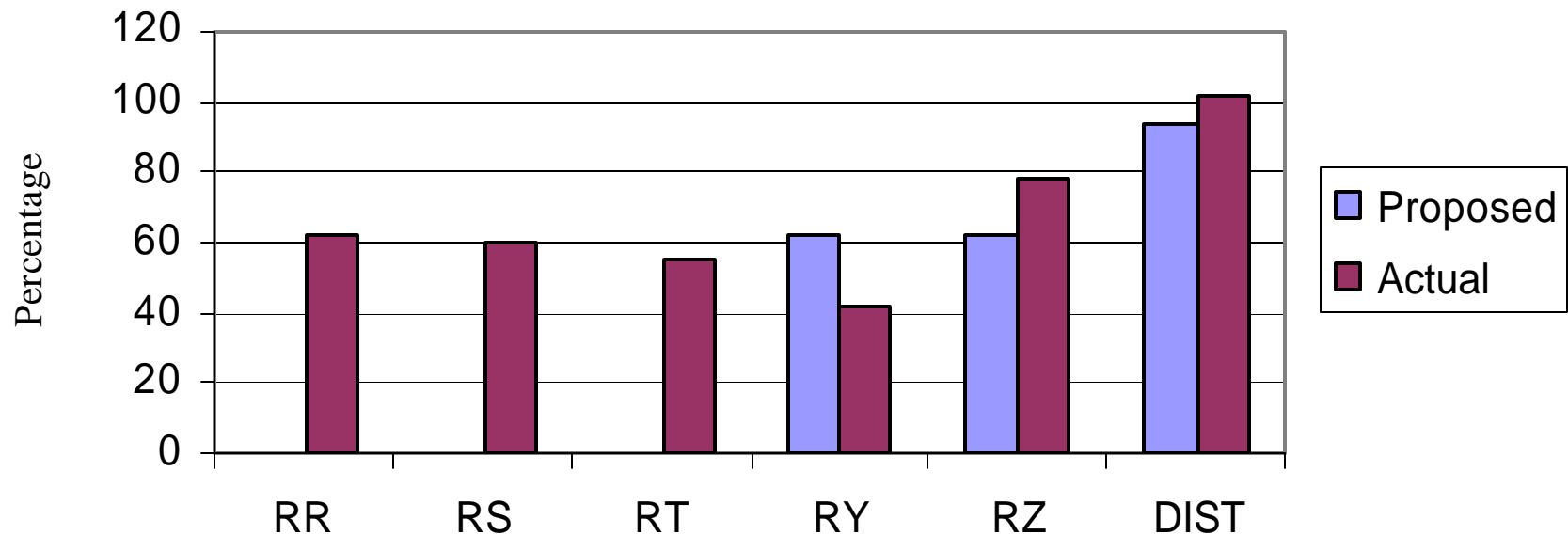
	GA	GB	GC	GD	GE	GF	GK	GL	GP	GS	GT	GV	GW	HQ
Proposed	100	82.9	100	0	93.9	97.9	80	99.9	100	98	98	85.9	98	0
Actual	119.7	182.2	96	129.6	122.3	92	82.2	97.7	114.7	71.3	172.6	84.4	177.8	62.6
# Vehicles	40	39	41	38	36	33	21	32	30	13	28	31	23	14

GOV Utilization



	RB	RC	RD	RE	RG	RI	RJ	RK	RL	RM	RN
Proposed	0	100	0	25	65	98	98	100	46.2	81.1	71
Actual	33.2	70.6	24.6	40.6	30.9	40.9	24.9	110.6	58.6	112.8	68.1
# Vehicles	6	2	3	3	2	2	2	3	2	2	6

GOV Utilization



	RR	RS	RT	RY	RZ	DIST
Proposed	0	0	0	62.4	61.8	93.9
Actual	62	60.1	55	41.2	78.2	101.2
# Vehicles	16	1	4	3	2	478

District fleet utilization rate based on 10,000 miles per vehicle per year

Performance Goal 2.1.11

JUSTIFICATION

Org	Background	Corrective Actions
GK	DCMC Wichita will not meet the 90% goal. We propose an alternative goal of 80%. Seven vehicles are deemed critical to support remote locations.	Centrally controlled vehicles will be rotated to meet the proposed 80% goal.
GS	DCMC San Diego will not meet the 90% goal. There are only 4 meeting the 98% utilization rate. Two above the 98% has special plate for Mexico.	Vehicles are used consistently every day. Contractor sites are within close proximity that affects the ability to meet mileage requirements. Rotation of Gov's with low miles with high miles.
GV	Underutilized because of the close location of sites visit and reduction in workload. Certain elements of this goal remain beyond our scope of control and influence.	Rotation of Govs with low miles with high. GOVs are required even at under utilized sites, because employees cannot be forced to use POV for mission work.

Performance Goal 2.1.11

JUSTIFICATION

Org	Background	Corrective Actions
HQ	Underutilized because of the close location of sites visit and reduction in workload. New vehicles replaced old ones. Holidays down time and leave.	Assess the possibility of reducing the fleet. Consider re-assigning a portion of GOV's TO: DCMC-VAN NUYS / SOUTH. Located at HQ Bldg.
RB	Underutilized because of the close location of sites visit. Farthest site is 30 miles away, all other sites are 1, 7,9 and 10 miles. High use of public transportation, car and van pools.	The daily trips are not high mileage, but are necessary in the critical performance of the mission. Large number of VIP visitors due to high number of ACAT I and II programs
RC	Underutilized because we have two sites with a vehicle assigned to each one. Waterton Facility and Deer Creek Facility.	Although we constantly strive to ensure the best possible use of GOVs one person, remotely located cannot always meet the goal.
RD	Underutilized because of the close location of sites visit. We do require a minimum number of vehicles to be available for employees who do not drive their own vehicles to work.	We believe that three vehicle are that minimum number. Without the GSA vehicles, local travel would double. Local travel is approximately 2,000.00 per month.

Performance Goal 2.1.11

JUSTIFICATION

Org	Background	Corrective Actions
RE	Underutilized because of the close location of sites visit. Average vehicle usage is approximately 3,070 miles. Fleet reduced by 50% in 98.	This CAO will continue to track the frequency of vehicle usage to see if further reduction can be meet.
RG	Underutilized because of the close location of sites visit. GSA vehicles are used a great amount of time, trip are for short distances, ferry crews to and from the aircraft, supporting the Program Management Reviews.	It is essential for us to provide transportation for crews both on and off the facility. GOVs also enable us to attend our Oklahoma City ALC Customer's, which our TDY budget would not allow.
RI	Underutilized because of the close location of sites visit.	This CAO will continue to evaluated this goal to see if it can be reduced.
RJ	Underutilized because of the close location of sites visit. One vehicle supports our flight line personnel and used daily. The other vehicle supports personnel traveling within the facility and other CAO's in the area for meeting. Two SFA's support	We turned in one vehicle last year and will analyze our usage of our sedan to see if we have enough rationale to keep it for another year. Two SFA's just been assigned to our location will be using the sedan, which will increase the mileage.

Performance Goal 2.1.11

JUSTIFICATION

Org	Background	Corrective Actions
RL	Underutilized because of the close location of sites visit. Two vehicles are used on a daily basic.	Perform cost/benefit analysis comparing GOV use of POV mileage and rental vehicles. Will request waiver according to DCMDW policy.
RN	Underutilized because of the close location of sites visit. Although vehicles are utilized frequently, the trips taken are low in mileage.	.We have increased our percentage by turning in one vehicle at the end of February 99 and we will be turning in another at the end of September 99.
RR	Underutilized because of the close location of sites visit. Plant size and the nature of products are very important in comprehend the vehicle requirement at this facility. Over 535 active building situated on 19,900 acres. Because of explosive, great distances separate the buildings. Only GSA vehicles are allowed in "live" area. OAR's must respond to requests by Thiokol within 1 1/2 hrs.	All vehicles must be available 24 hours a day, seven days a week to cover around the clock work. Average monthly use of GSA vehicles (16) about 542 miles. At best these sixteen vehicles are the bare minimum required to perform the DCMC's day-to-day functions. We will continue to validate our usage in number of trips per vehicle per month. We project 1,116 trips per year, per vehicle.

Performance Goal 2.1.11

JUSTIFICATION

Org	Background	Corrective Actions
RS	Underutilized because of the close location of sites visit. This vehicle is used consistently every day, however, the contractors that we are servicing, are within close proximity.	We will continue to validate our usage on this (one) vehicle.
RT	Underutilized because of the close location of sites visit. Vehicles are used on a day-to-day basic, and contractor sites are within close proximity of our site.	Vehicles are used consistently every day on short trips, this affects the ability to meet mileage requirements. Will rotate low mile vehicles with high mile vehicles if all possible.
RY	Underutilized because of the close location of sites visit. This CAO requires two vehicles to meet mission requirements and one dedicated vehicle is utilized to support the flight line crew.	This CAO turned in one vehicle in April 99. Vehicles are used consistently every day. Will continue to validate our usage on these three vehicles.

Performance Goal 2.1.11

JUSTIFICATION

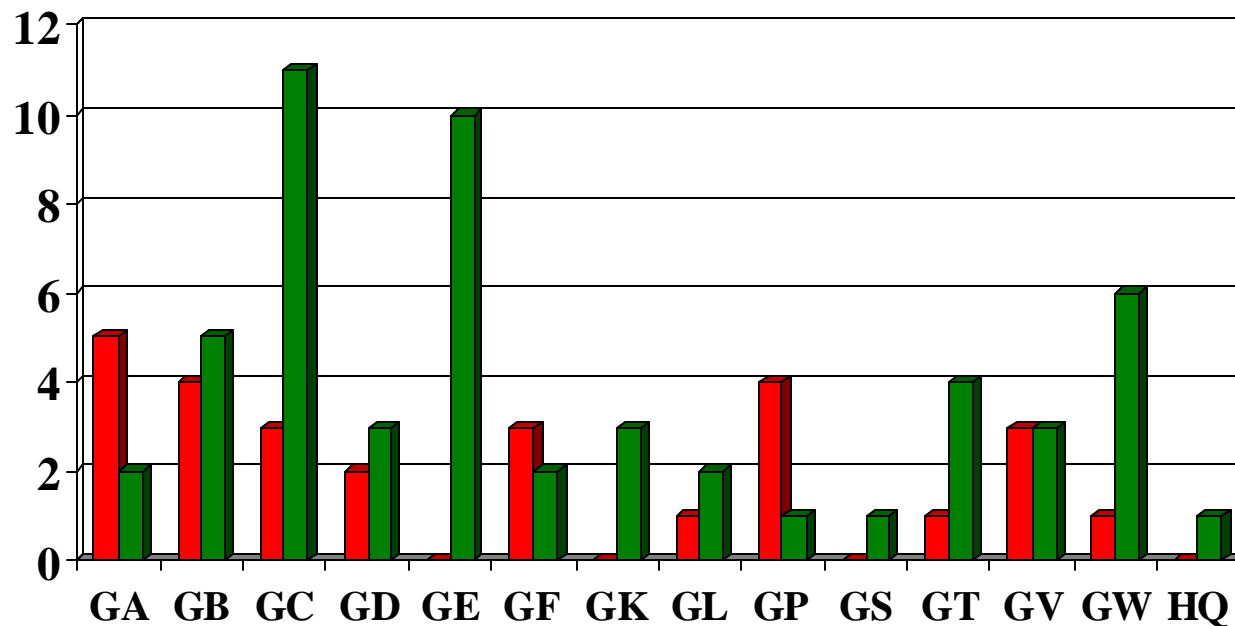
Org	Background	Corrective Actions
RZ	Underutilized because of the close location of sites visit. Majority of the locations covered by this CAO, are in close proximity. Frequent trips are required to these areas to meet mission requirements.	The two vehicles are required to meet mission requirements. This CAO is looking at adverse direct mission impact if GOV's are reduced further.

GOAL 2.1.12 Reduce Net Usable Space

- o Task Description: Reduce net usable space at non-contractor locations in accordance with DLAR 5305.2
- o Goal/Target: 130 s.f. per person
- o Current Status: RED - 168 s.f. per person
- o Description of progress to date: Reduced DCMDW total square footage from approximately 566,712 to 485,991
- o Anticipated problems: Continued losses due to VERA/VISPs will cause utilization rates to increase
- o EOY projection: RED - 176 s.f. per person

Performance Goal 2.1.12

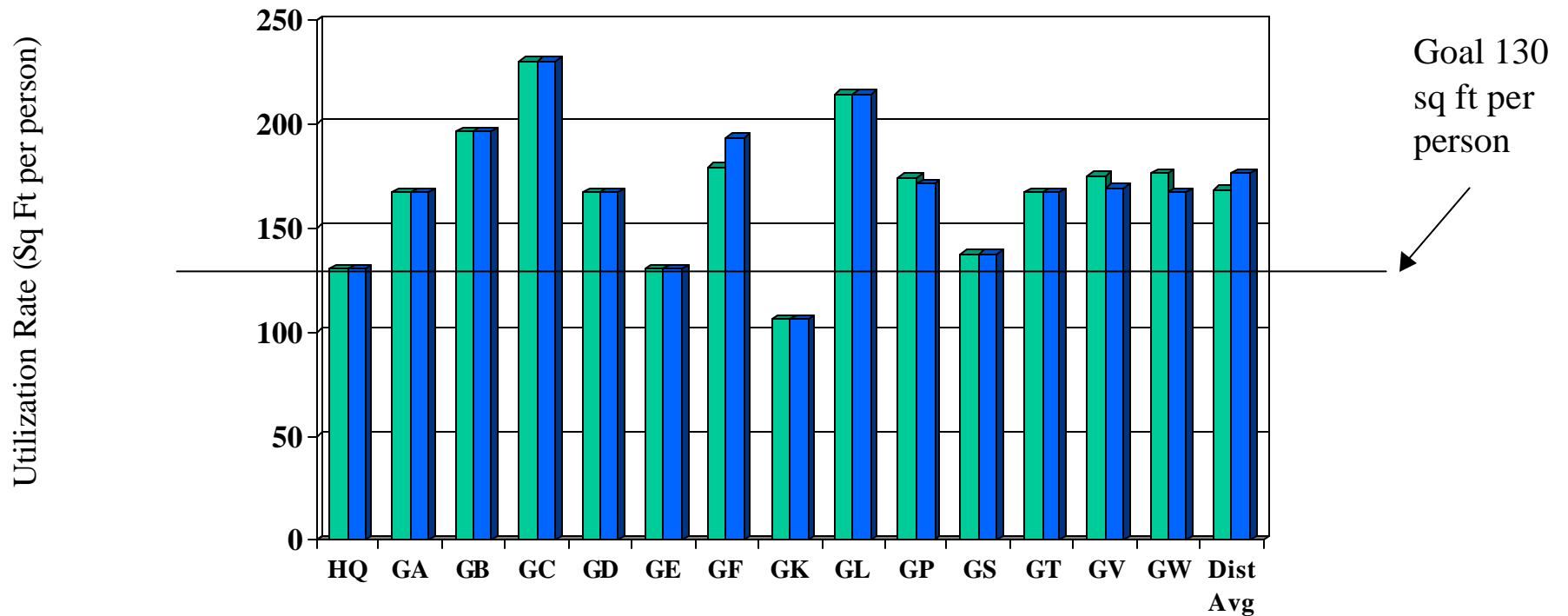
Reduce net usable space at non-contractor locations in accordance with DLAR 5305.2



■ non compliance ■ compliance

	GA	GB	GC	GD	GE	GF	GK	GL	GP	GS	GT	GV	GW	HQ
non compliance	5	4	3	2	0	3	0	1	4	0	1	3	1	0
compliance	2	5	11	3	10	2	3	2	1	1	4	3	6	1
2000 non comp	0	2	2	0	0	2	0	0	3	0	1	2	0	0

Performance Goal 2.1.12 - Reduce Net Usable Space



	HQ	GA	GB	GC	GD	GE	GF	GK	GL	GP	GS	GT	GV	GW	Dist Avg
A/O 31 Mar	130	167	196	230	167	130	179	106	214	174	137	167	175	176	168
EOY FY99	130	167	196	230	167	130	193	106	214	171	137	167	169	167	176

DCMDW

O DCMC Santa Ana (GA)

- The CAO will be requested to conduct an analysis to determine the feasibility of consolidating the Irvine and Anaheim field offices into their current facility, thereby, improving their utilization rate.
- The lease for the Ontario office is due to expire July 1999. The new space requirements have been developed IAW the DLA standards. New utilization rate will be in compliance.
- The fuels team in the Long Beach FOB will be consolidated into the Downey Team. Office space will be turned back to GSA.

O DCMC Dallas (GB)

- Excess space for the DCMC was accepted by DLSC BIP. Waiver was granted due to the configuration of the facility, it was determined that it would not be feasible to release the excess space.
- A space assessment will be conducted at 3 sites - Arlington, Ft. Worth and WACO to determine what actions will be required to improve their space utilization.

DCMDW

O DCMC Chicago (GC)

- The CAO HQs is currently housed in a DoD facility that has been sold to the City of Chicago. Relocation to a new facility is scheduled for FY2001. New space requirements will be developed IAW the DCMC standards. Utilization rate will be in compliance.

- Utilization rate for the Rockford office will be waived. Currently 136 s.f. per person.

- DCMC Milwaukee is being reviewed for a potential relocation into a DoD facility. Space requirements will be developed IAW DCMC standards.

O DCMC Denver (GD)

- A space assessment will be conducted to determine what actions will be required to improve the utilization rate for the CAO and their field office located in West Valley City, UT.

O DCMC San Francisco (GF)

- A redesign of the CAO facility is being performed to determine the amount of space to be released to GSA.

DCMDW

O DCMC San Francisco (cont'd)

- A space assessment will be conducted to determine what actions will be required to improve the space utilization at their field office sites in Sacramento and Walnut Creek.

O DCMC St. Louis (GL)

- A redesign of the CAO HQs facility will be performed to determine the amount of excess space to be released to GSA.

O DCMC Phoenix (GP)

- A space assessment will be conducted at the CAO HQs to determine what actions will be required to improve their utilization rate.

- Recommending utilization rate for the Tucson office be waived. Currently 144 s.f. per person.

- The excess square footage at 2 DoD sites was accepted at the request of the host. Utilization rate will be waived. The 2 sites are Albuquerque and Ft. Bliss.

DCMDW

O DCMC Twin Cities (GT)

- A space assessment of the CAO HQs facility will be conducted to determine what actions will be required to improve their utilization rate.

O DCMC Van Nuys (GV)

- In 1997 the utilization rate for the CAO HQs facility was waived by DCMC-AQ. After an assessment of the space it was determined that the facility could not be reconfigured to release the excess space.

- Requested by GSA to accept the excess square footage at the Glendale office due to the configuration of the facility. Utilization rate was waived.

- The Oxnard office is being considered for relocation into a DoD facility. Awaiting approval from the Commander, Pt. Hueneme, CA, to arrange for occupancy of vacant space that is available.

O DCMC Seattle (GW)

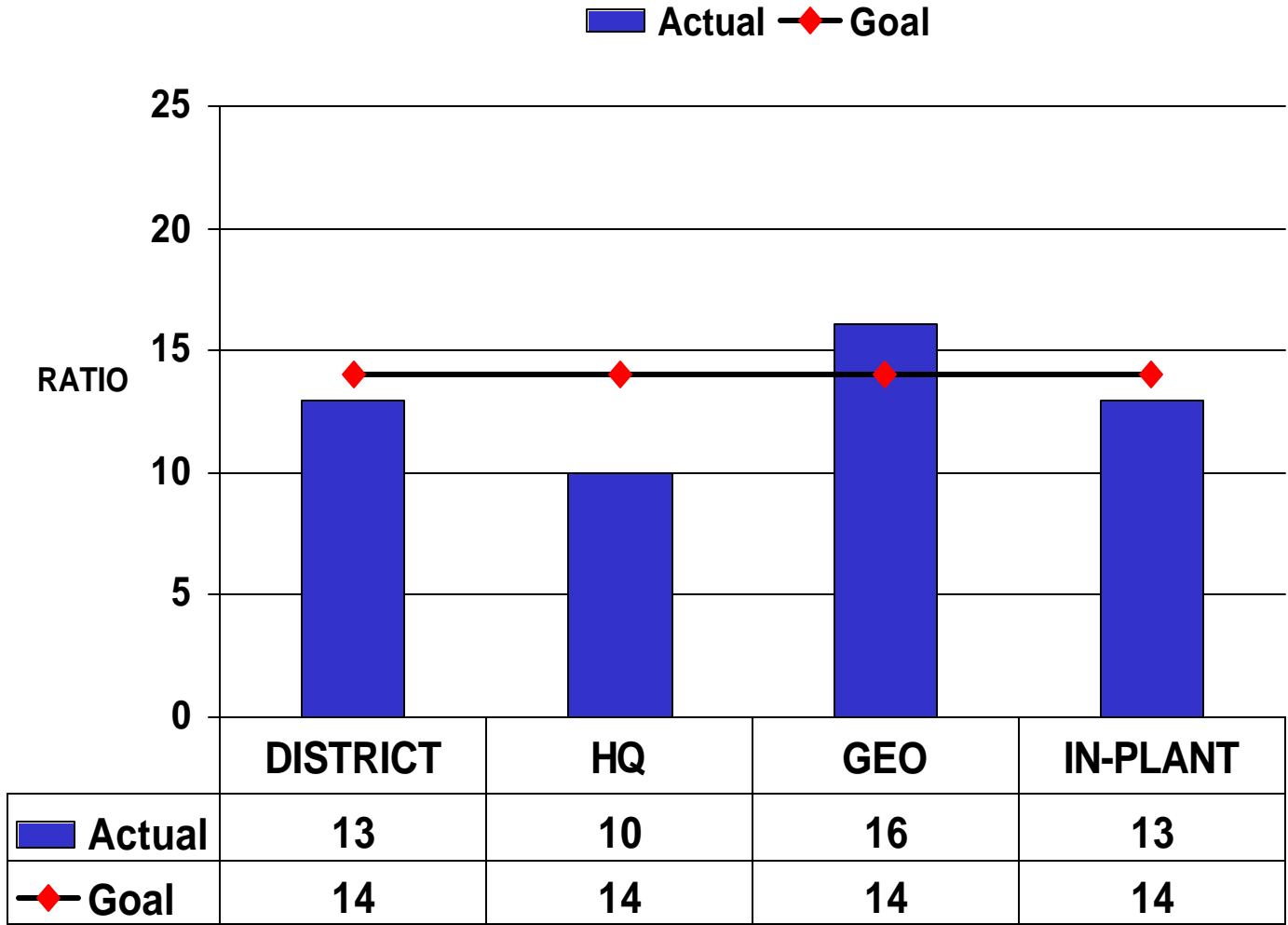
- Due to the closure of their Auburn field office, positions will be reassigned to the DCMC Seattle HQs in Bellevue, thereby, improving the CAO HQ's utilization rate.

DCMDW

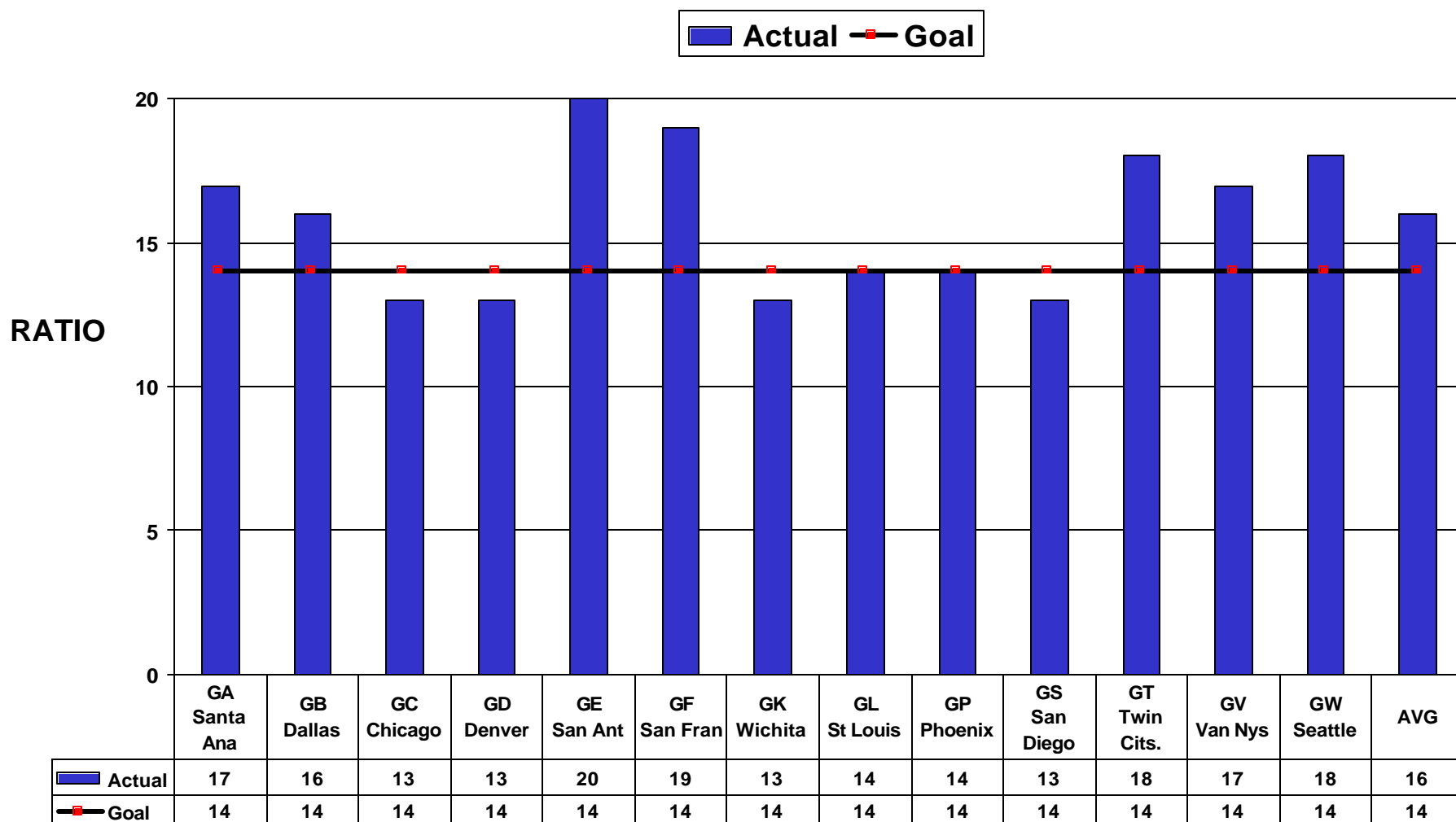
GOAL 2.1.14-Supervisory Ratio

- o Task Description: Increase ratio of civilian employees to supervisors
- o Goal/Target: **14:1**
- o Current status: RED (**13:1**)
- o Description of progress to date: Status has gone from **14:1 to 13:1** Minimum flexibility in the small-sized organizations. No improvement expected, but CAOs and directorates are still required to comply with DCMC goal and CAOs must comply with the storefront concept. As a direct result of VERA/VSIPs, some of the larger CAO are not in compliance with the goal.
- o Anticipated problems: Continued losses due to VERA/VISPs (through July) could further degrade this ratio.
- o EOY Projection: RED (**13:1**)

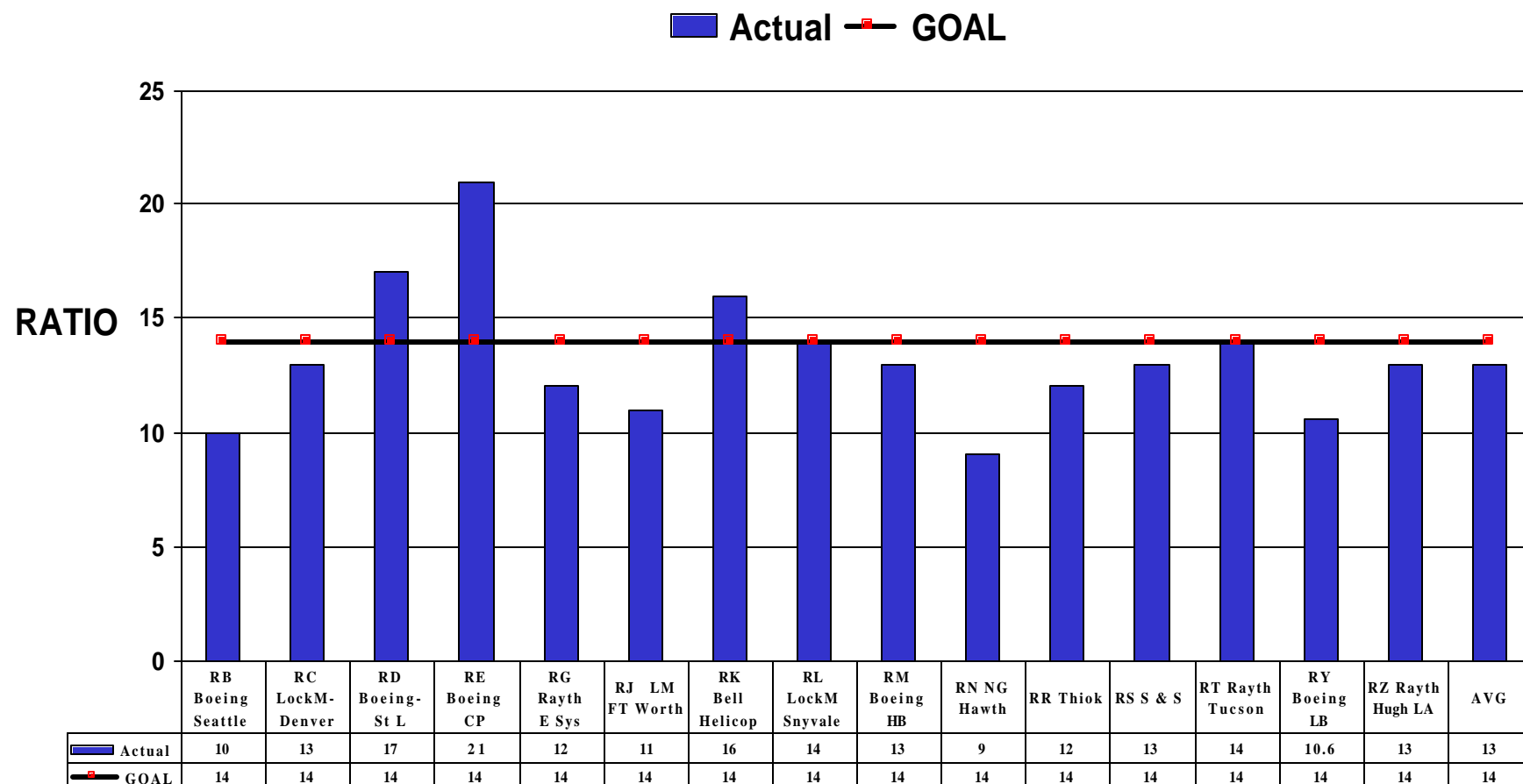
GOAL 2.1.14-Supervisory Ratio



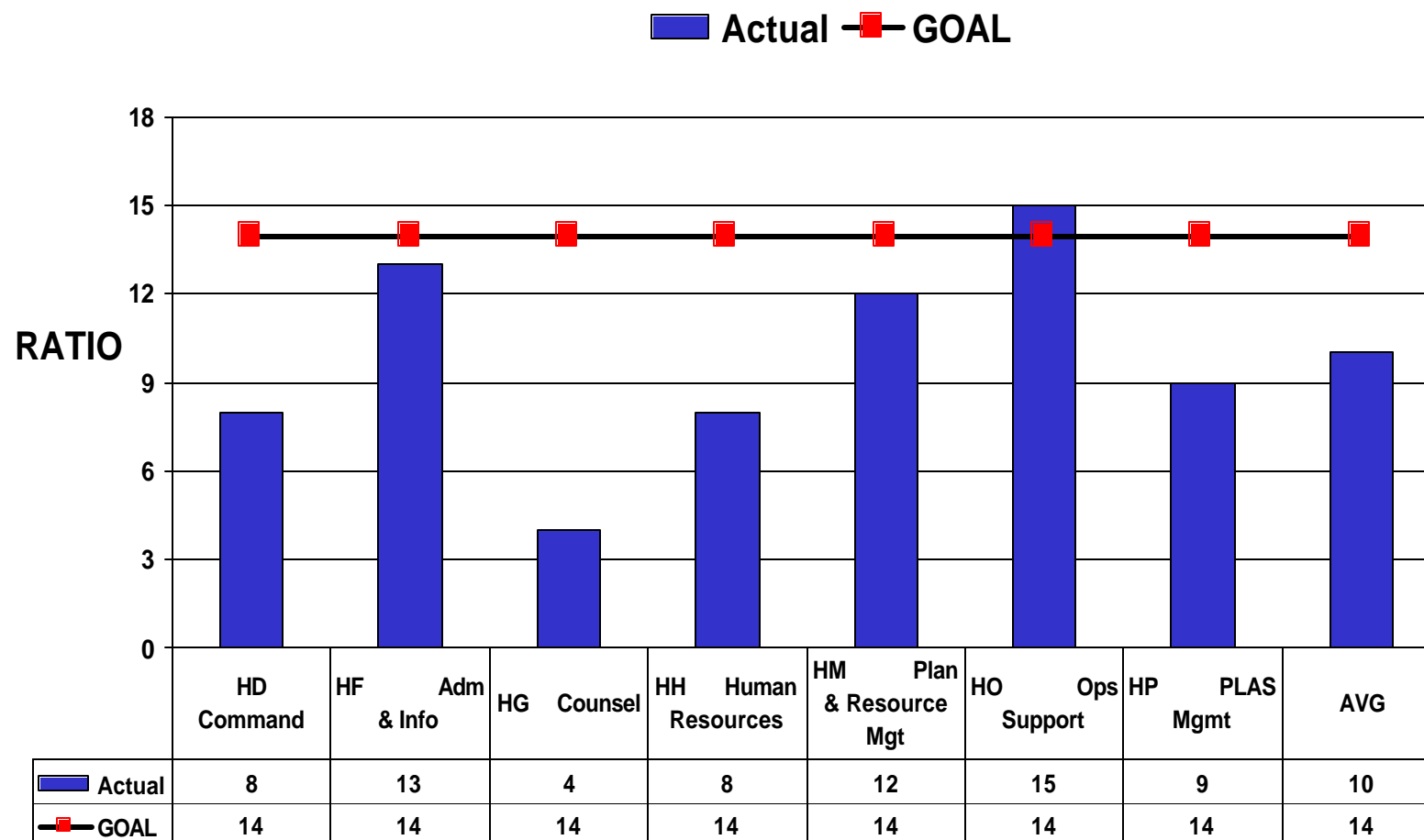
GOAL 2.1.14-Supervisory Ratio



GOAL 2.1.14--Supervisory Ratio



GOAL 2.1.14--Supervisory Ratio



- o Root Causes Analysis:
 - o **Office of the Commander/-HD (8:1)** - Unique in organizational structure. High visibility type work requires a supervisor; however, limited flexibility within the small-sized organizational structure no expected improvements are foreseen.
 - o **Office of Administration & Info Mgmt/-HF (13:1)** - High visibility type work also includes supervision of seven contractors performing Information Technology (ADP) support for the district that are not counted as part of the supervisory ratio.
 - o **Office of Counsel/-HG (4:1)** Due to nature of work and limited flexibility within the small-sized organizational structure, District expects minimal improvement in the legal.
 - o **Human Resources/-HH (8:1)** - Due to a RIF, the directorate will have to reorganize to meet the targeted end strengths. After the RIF, the directorate will be able to exceed the goal (**14:1**).
 - o **Resource Mgmt/-HM (12:1)** - The training mission (-MJ) realigned within -M and caused the civilian to supervisory ratio to decrease by an added code 2 supervisor. The nature & high visibility of work requires a supervisor in -MJ.
 - o **PLAS/-HP (9:1)** - Due to nature of work and limited flexibility within the small-sized organizational structure, District expects minimal improvement in the PLAS organization.

DCMDW

GOAL 2.1.14-Supervisory Ratio

- o Root Causes:
 - o **DCMC Chicago/-GC (13:1)** - CAO eliminated one supervisor this year which will increased the civilian and supervisory ratio to 14:1 EOY.
 - o **DCMC Denver/-GD (13:1)** - However, the CAO is reviewing organizational structure and plans to reorganize wherever practical to meet performance goal.
 - o **DCMC Wichita/-GK (13:1)** - CAO has been asked to provide a corrective action plan due in on 18 June.
 - o **DCMC San Diego/-GS (13:1)** -CAO has been asked to provide a corrective action plan due in on 18 June.

GOAL 2.1.14-Supervisory Ratio

- o Root Causes:
 - o **DCMC Boeing Seattle/-RB (10:1)** - CAO eliminated one supervisor this year and disestablished one team; however, the disestablishment and realignment of its employees did not improve civilian to supervisor ratio. CAO is still seeking other ways to improve goal.
 - o **DCMC Lockheed Martin Denver/-RC (13:1)** - However, the CAO disestablished one of the teams and then realigned its employees, but this strategy did not improve the civilian to supervisory ratio. CAO is still seeking other ways to improve goal.
 - o **DCMC Raytheon E-Systems/-RG (12:1)** - CAO has limited flexibility to reorganize and then operate within the storefront concept.
 - o **DCMC Lockheed Martin Ft. Worth/-RJ (11:1)** - CAO eliminated one supervisor this year and reorganized. CAO will continue to look for opportunities to eliminate supervisors and improve their ratio.

GOAL 2.1.14-Supervisory Ratio

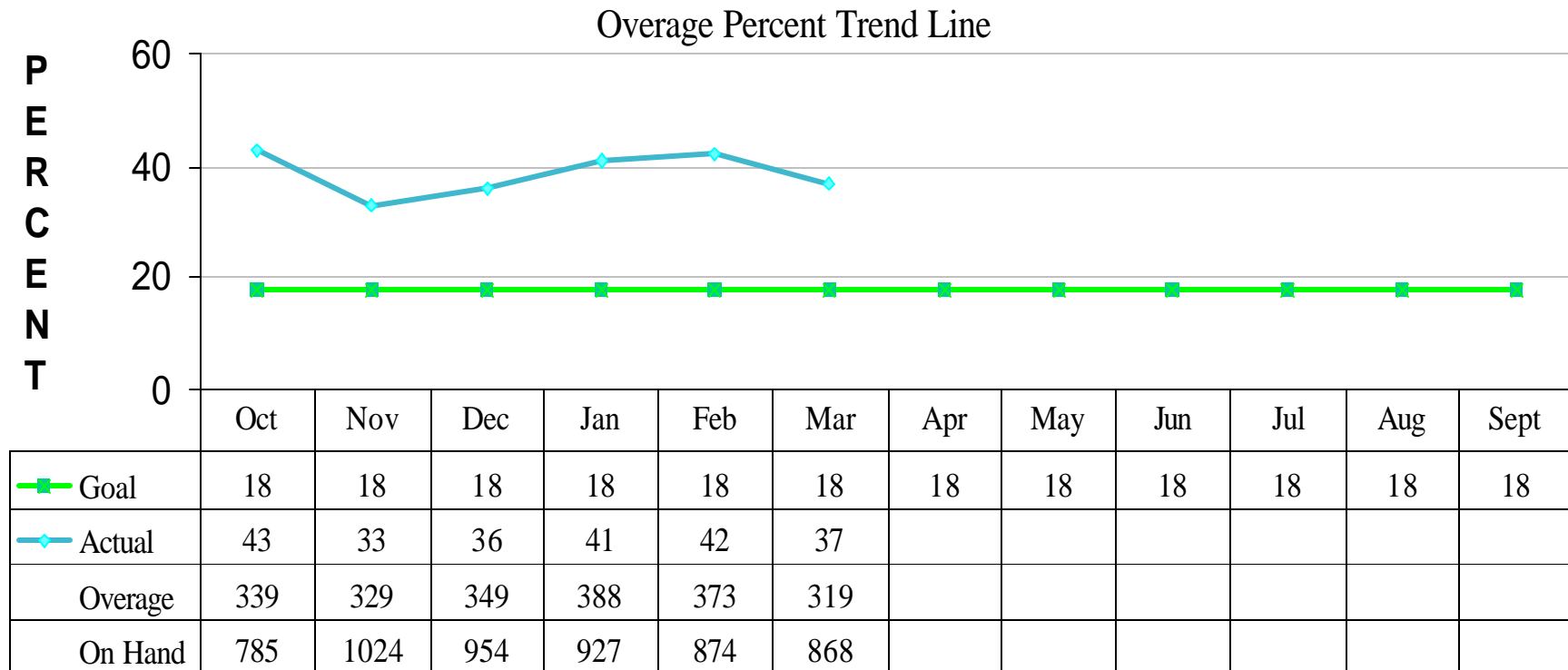
- o Root Causes:
 - o **DCMC Boeing Huntington Beach/-RM (13)** - CAO is out of compliance due to personnel losses with the VERA/VSIP. However, CAO will continue to look for innovative ways to improve goal.
 - o **DCMC Northrop Grumman/-RN (9:1)** - CAO has been downsizing beginning FY99. CAO will not meet the goal due to their targeted end strength at the EOY.
 - o **DCMC Thiokol/-RR (12:1)** - However, CAO is continuing to look for innovative ways to improve goal.
 - o **DCMC Stewart & Stevenson/-RS (13:1)** - CAO has limited flexibility to reorganize and then operate within the storefront concept.
 - o **DCMC Boeing Long Beach/-RY (11:1)** - CAO created a team leader position to replace a code 2 supervisor position and lost one additional supervisor during the VERA/VSIP. While this improved their ratio, CAO is continuing to look for innovative ways to improve goal.
 - o **DCMC Raytheon Hughes/-RZ (13:1)** - However, CAO is continuing to look for innovative ways to improve goal.

Performance Goal 2.1.15 UCA Definitization

- **Performance Goal Description:** Task Description: Reduce the percentage of overage undefinitized contract actions to 10% or less
- **Current Status:** Red
- FY99 Goal/Target: 18% Negotiated
- **Progress to Date:** FY99 YTD Results: 37%
- Overage UCAs continues to decreased from 349 (last reporting period) to 319 for March 1999.
- **Anticipated Problems:** Late proposals, late/non receipt of reparable, additional funds are major issues at various CAOs that have impacted the District's ability to meet the goal.
- **Prediction of EOY Status:** Red

Performance Goal 2.1.15

UCA Definitization

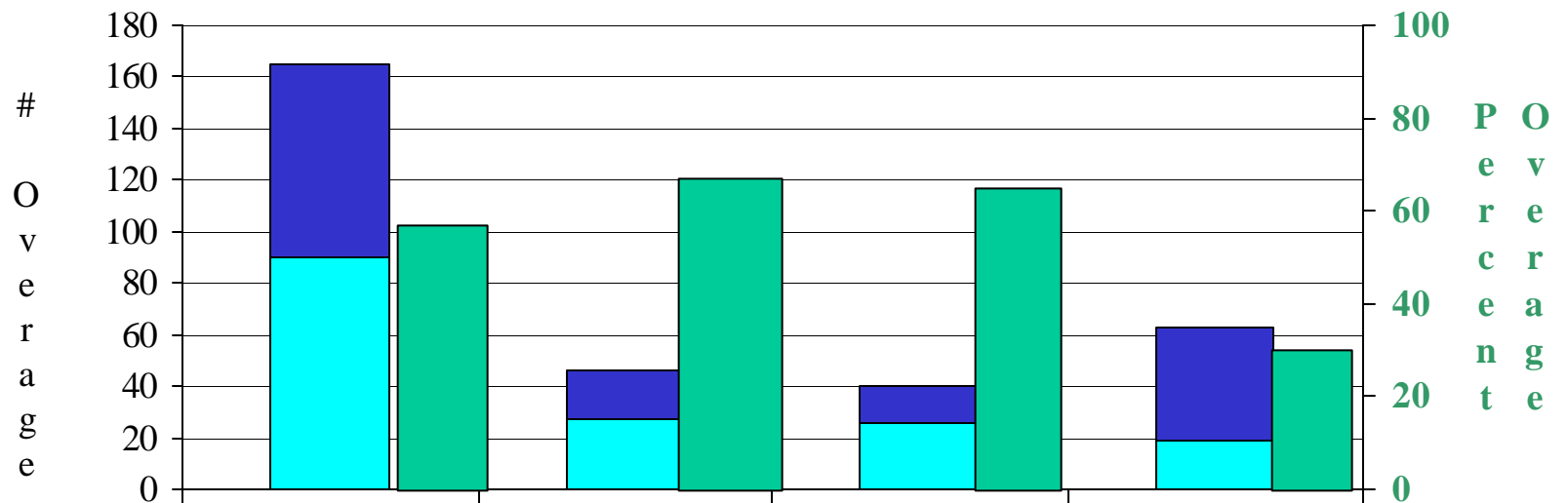


Data Sources: DCMC's PowerPlay Cube, April 1999

Performance Goal 2.1.15

UCA Definitization

Pacing CAOs With Overage UCAs



■ # UCAs not Ovg	75	19	14	44
■ # UCAs Overage	90	27	26	19
■ % Overage	55	67	65	30

Performance Goal 2.1.15

UCA Definitization

- Northrop Grumman (Hawthorne)
 - Awaiting Funds (42)
 - All are negotiated
 - Signature Cycle (15)
 - Negotiations and review process
 - DCMC analysis (10)
 - Vendor information/pricing (9)
 - OC-ALC technical issues (6)
 - Part cancellation in process, part number rolls
- Raytheon Tucson

UCA process impacted by manpower shortage (ACO-NTH) Navy Phalanx Program

 - Negotiations and review process
 - Legal/Pricing/Negotiations (23)
 - Late receipt of proposal (3)
 - Modification in process to definitize (1)

Performance Goal 2.1.15

UCA Definitization

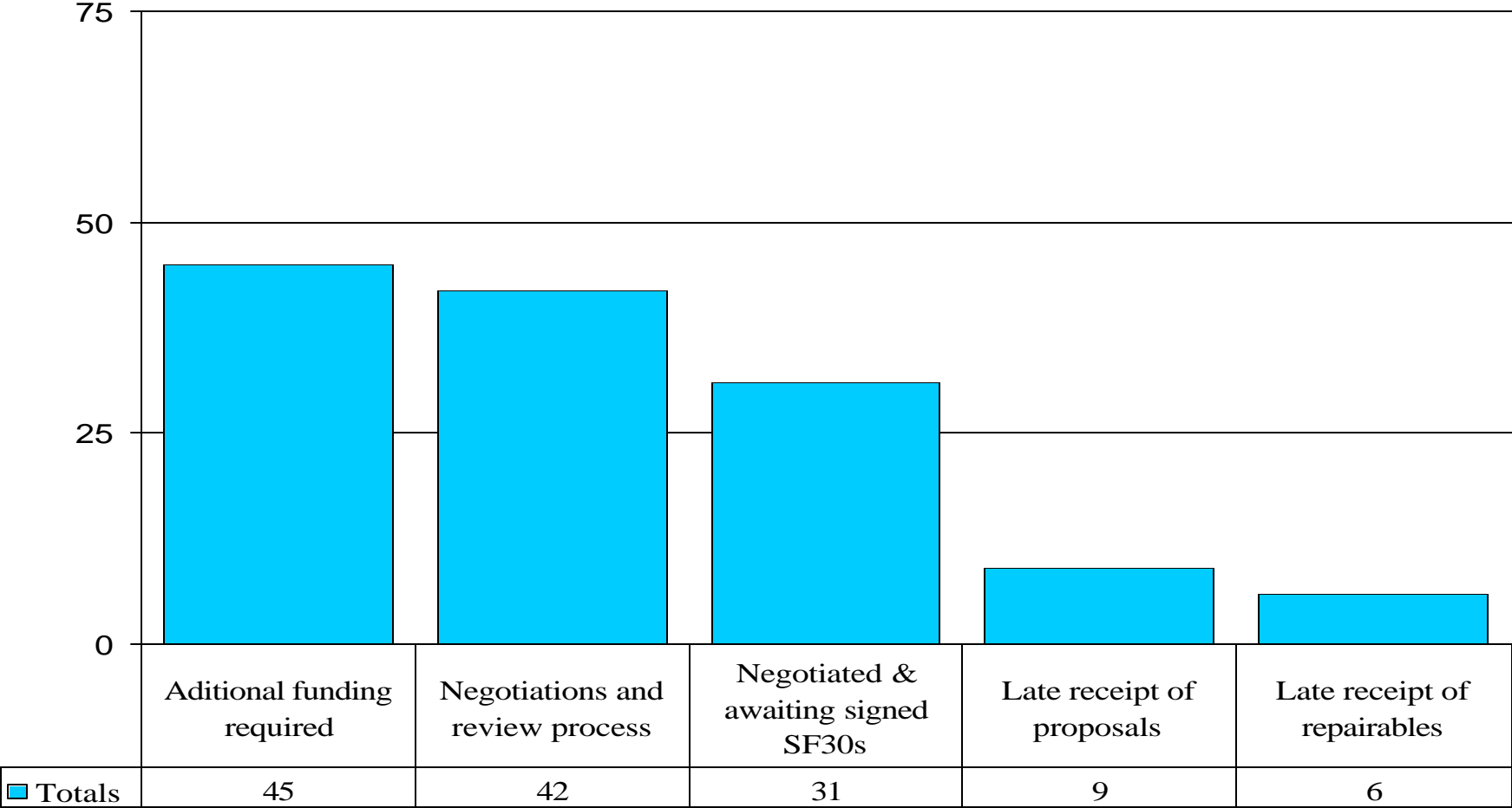
- BOEING, SEATTLE
 - All UCAs are for the 767 AWACs initial spares provisioning
 - Contracts allow up to 130 days for submittal of proposal within a 250 days definitization cycle
 - CAO measuring delinquency based on 180 day cycle
 - Negotiated (14)
 - Waiting for signed SF30 or confirmation letters
 - Negotiations and review process
 - On-going negotiations/Subcontractor prices prices being challenged (5)
 - Problem with Statement of Work (3)
 - Additional funds (2)
 - DMS (2)
 - Good progress - Sep 98--122 UCAs on-hand with 81 overage
Dec 98-- 62 UCAs on-hand with 42 overage
Mar 99-- 40 UCAs on-hand with 26 overage

Performance Goal 2.1.15

UCA Definitization

- San Diego
 - Late receipt of repairable (6)
 - Late receipt of proposal (6)
 - Negotiations and review process
 - Negotiations/pricing (4)

Performance Goal 2.1.15
UCA Definitization
ROOT CAUSE ANALYSIS



Performance Goal 2.1.15

UCA Definitization

Bottom Line:

- There was a decrease in on-hand UCAs while overages remain relatively flat in 2nd quarter FY99
- Accuracy of data in DIRAMS continues to improve
 - Process Champion providing additional technical guidance
- Anticipate improvement in the UCA process during 3rd quarter FY99

DCMDW

Performance Goal 2.1.16 Negotiation Cycle Time

Performance Goal Description: Reduce the amount of time to negotiate a contract action

Goal/Target: TBD

Current Status: GREEN 77 days

Progress to Date: DIRAMS data is continuously being reviewed and preliminary analysis has been completed.

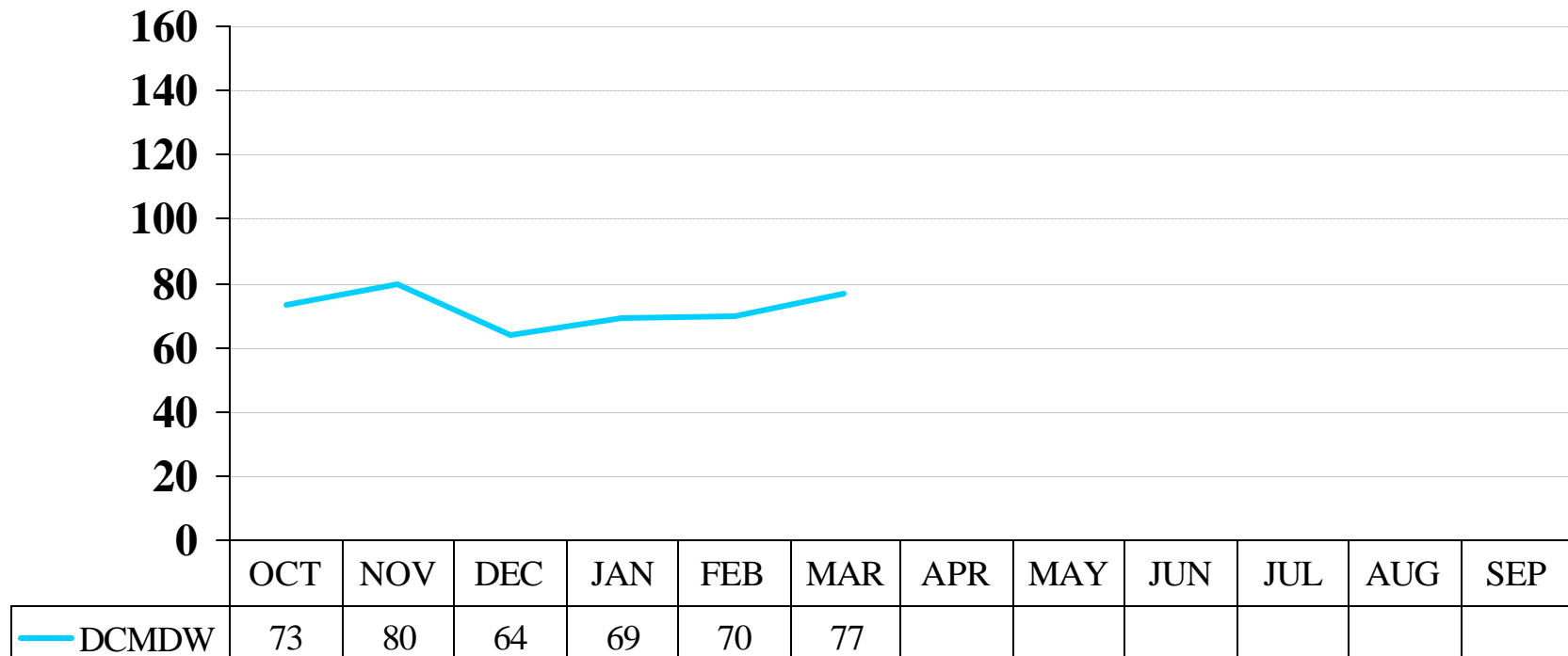
Anticipated Problems: Late/non receipt of reparable, Additional funding, Late receipt proposals will continue to impact cycle time. Northrop Grumman is populating DIRAMS which will impact our cycle time.

Projection of EOY Status: GREEN, pending completion of ongoing analysis and validation of data by DCMC

DCMDW Process Champion: Larry Andrews

2.1.16 Negotiation Cycle Time

Average Negotiation Cycle Times -- DCMDW



Data Source: DCMC's PowerPlay Cube, June 1999

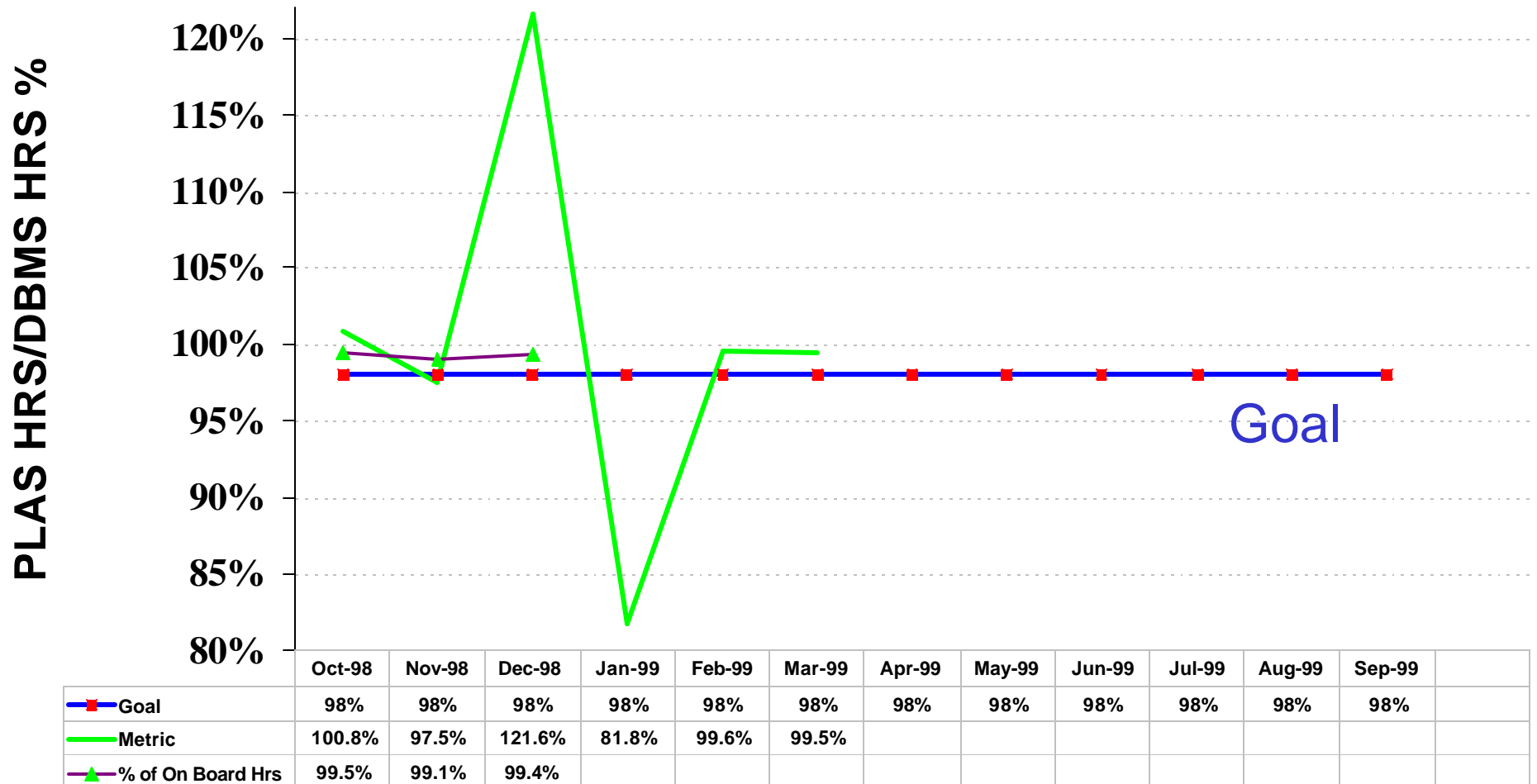
Performance Goal 2.1.19 PLAS Usage

- Performance Goal Description: Achieve and maintain PLAS reporting rate of at least 98% of paid hours for DCMC HQ, each District staff, and all CAOs.
- FY99 Goal/Target: 98% PLAS Usage Command Wide
- Current Status: Green (99.5%)
- Description of Progress to Date: Oct-Jan metric reflects invalid monthly DBMS hours data. -M's estimate of hours that should have been PLASed (# employees on board x paid hrs in each month) showed District West PLASed enough hours monthly to achieve 98% goal. In Feb, DBMS monthly hours self-corrected. PLAS usage reported for Feb 99.6% and for Mar 99.5%.
- Anticipated Problems: DBMS unreliability.
- Prediction of EOY Status/Position: Green
- HQ/District process owner: Cathy Berrett

DCMDW

Performance Goal 2.1.19

Maintain PLAS Usage at 98% of Paid Hours



DCMDW

**Performance Goal 2.2.2
Increase Excess Property Disposed**

Performance Goal Description: Increase the amount of excess government property disposed by 20% over the amount disposed in FY98

FY99 Goal/Target: \$1.44 Billion

Current Status: YELLOW

Description of Progress to Date:

Disposed of \$668.3 Million

Improvement from Red to Yellow during 2nd quarter

Anticipated Problems: Project meeting goal

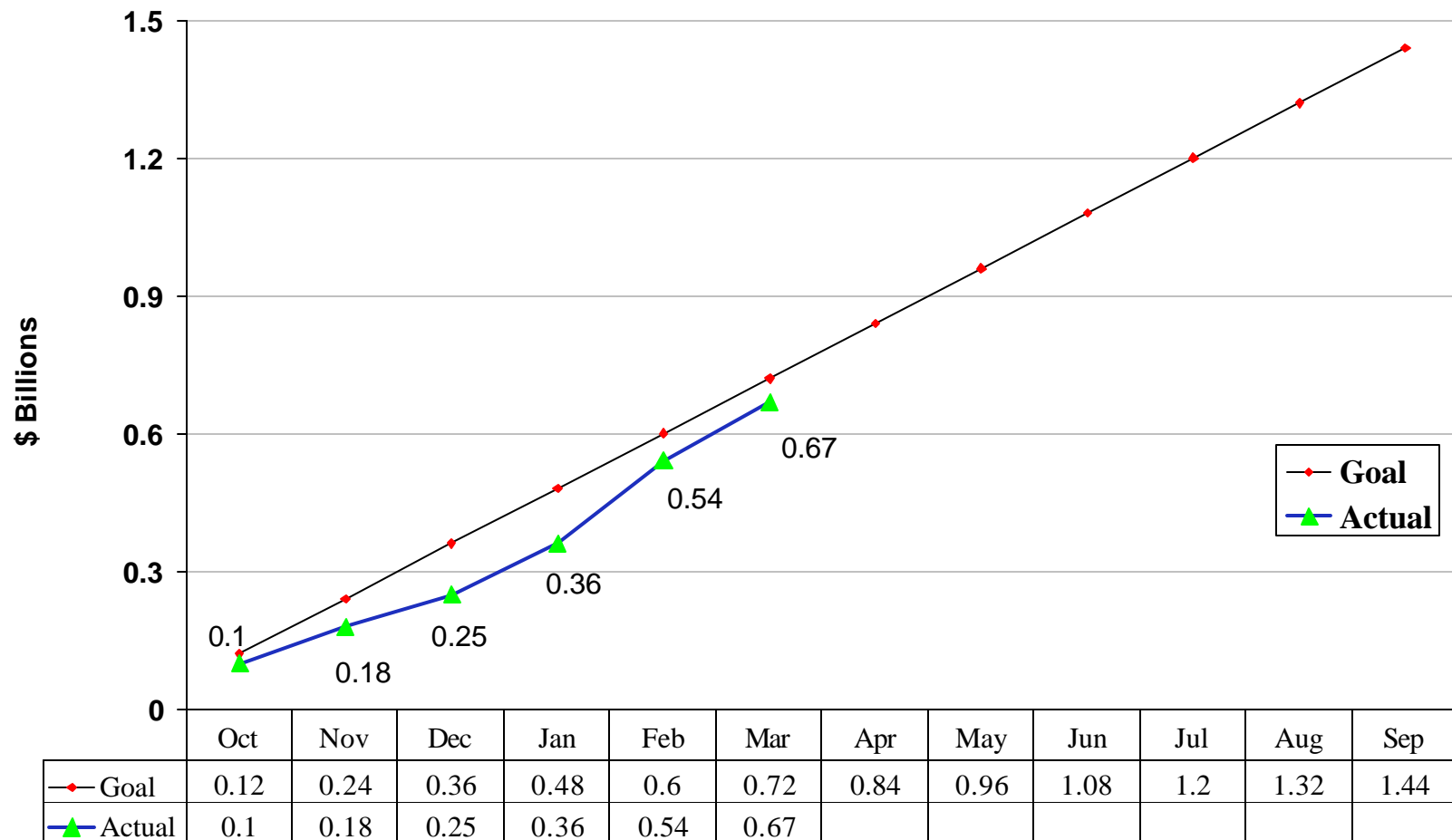
Prediction of EOY Status: GREEN

Q/District process owner: Marjorie Cunningham

Performance Goal 2.2.2

Increase Excess Property Disposed

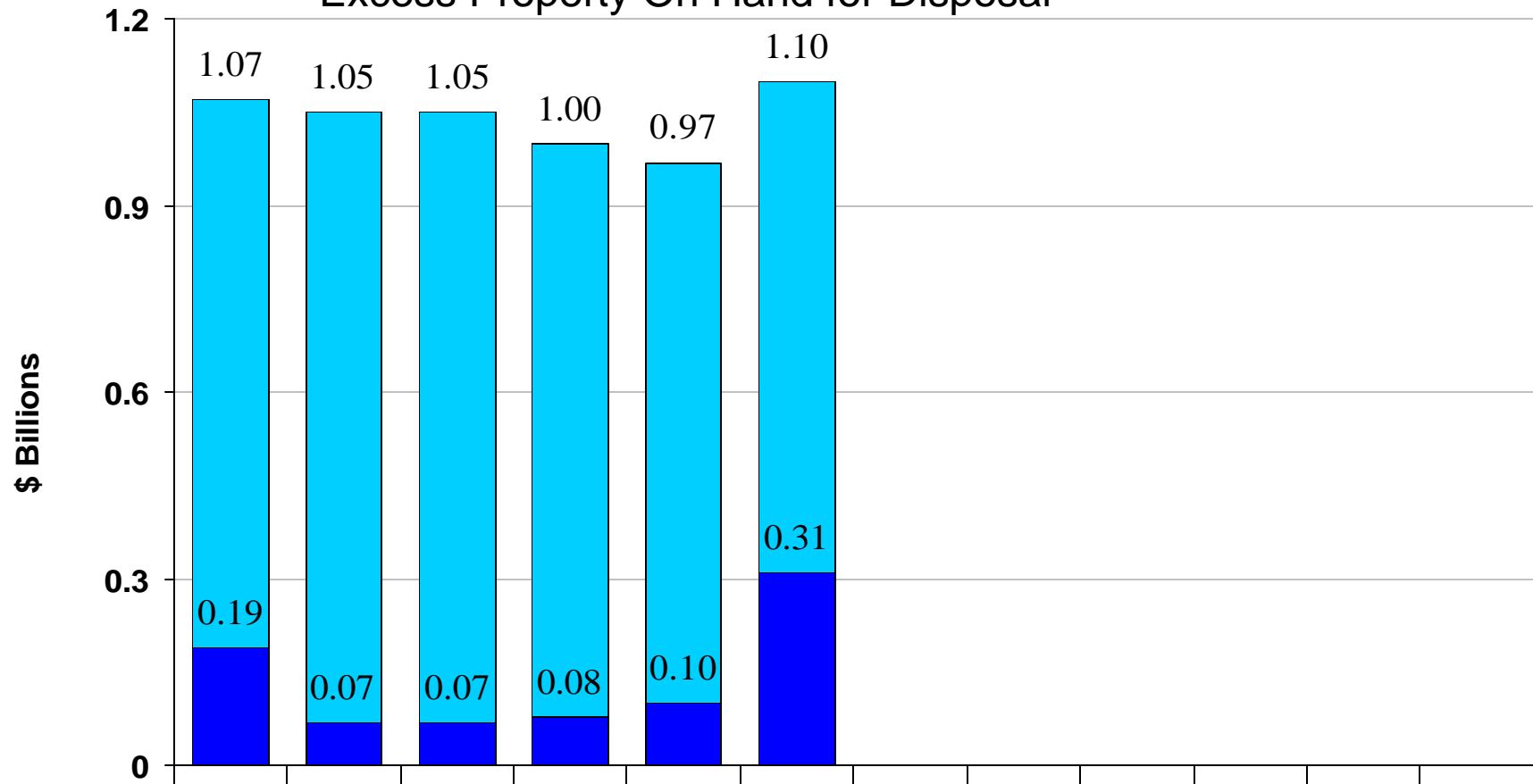
Excess Property Disposed to Date



Performance Goal 2.2.2

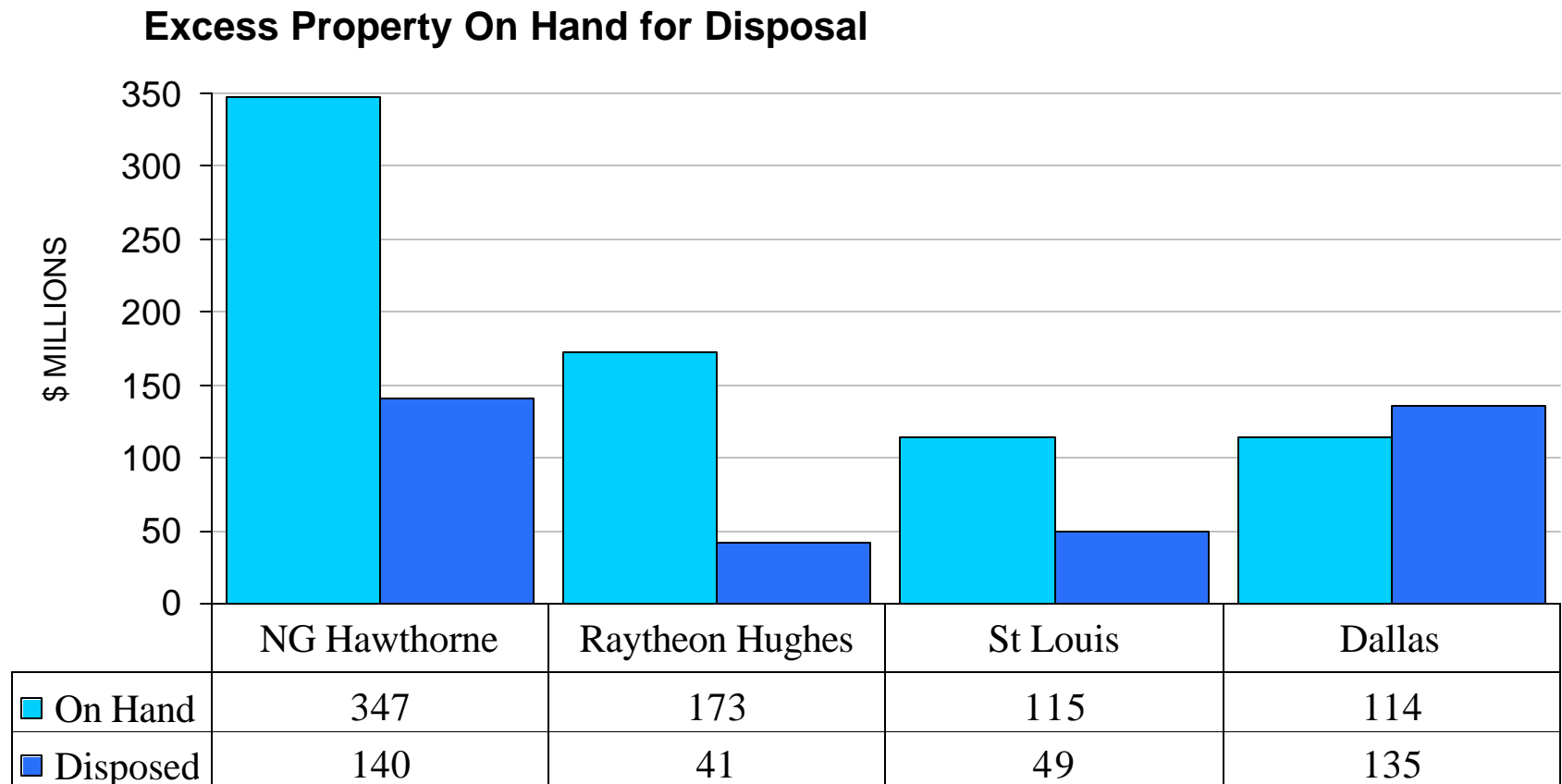
Increase Excess Property Disposed

Excess Property On Hand for Disposal



■ Total On Hand	1.07	1.05	1.05	1.00	0.97	1.10						
■ New Receipts	0.19	0.07	0.07	0.08	0.10	0.31						

Performance Goal 2.2.2 Increase Excess Property Disposed



DCMDW

Performance Goal 2.2.2

Increase Excess Property Disposed

DCMC Northrop Grumman Hawthorne -

- Most of property currently on hand is excess to B-2 program
- Approximately \$200 million of the B-2 property will be dispositioned during the third quarter
- Large amount of property on F/A-18 will be reported excess during third quarter

DCMDW

Performance Goal 2.2.2 Increase Excess Property Disposed

DCMC Raytheon Hughes Los Angeles -

- \$26 million awaiting demil at Tucson
- Demil action scheduled to complete in June

DCMC St Louis -

- Currently on track to exceed their goal

DCMC Dallas -

- Have already exceeded their FY99 goal

DCMDW

Performance Goal 2.2.2
Increase Excess Property Disposed

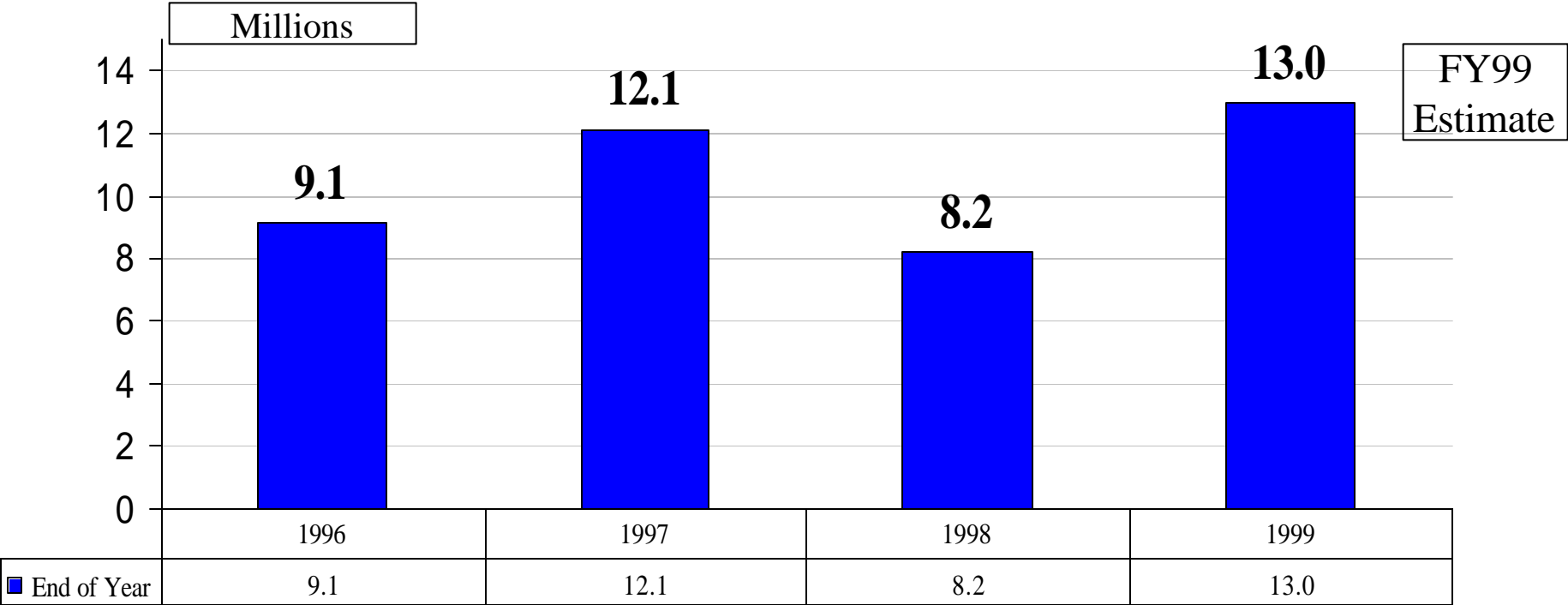
Bottom Line

- Expect to meet our goal at the end of the year
- Continued District surveillance of plant clearance cycle time to ensure process flow

Performance Goal 2.2.3 - Reduce LDD

- Performance Goal Description: Reduce the amount of Loss, Damage and Destruction (LDD) Government property compared to the amount of LDD in FY 98
 - 5 contractors are identified in the FY99 Performance Plan for additional focus
- FY99 District Goal/Target: NTE \$8.2 million
 - \$4.3 million for the 5 contractors
- Rating: Red
- Anticipated Problems: None
- Prediction EOY Status: \$13.0 mil
- FY99 YTD Results: \$5.4 mil
 - \$4.2 million for the 5 contractors
- District Process Champion: Len Salazar

DCMDW LDD History

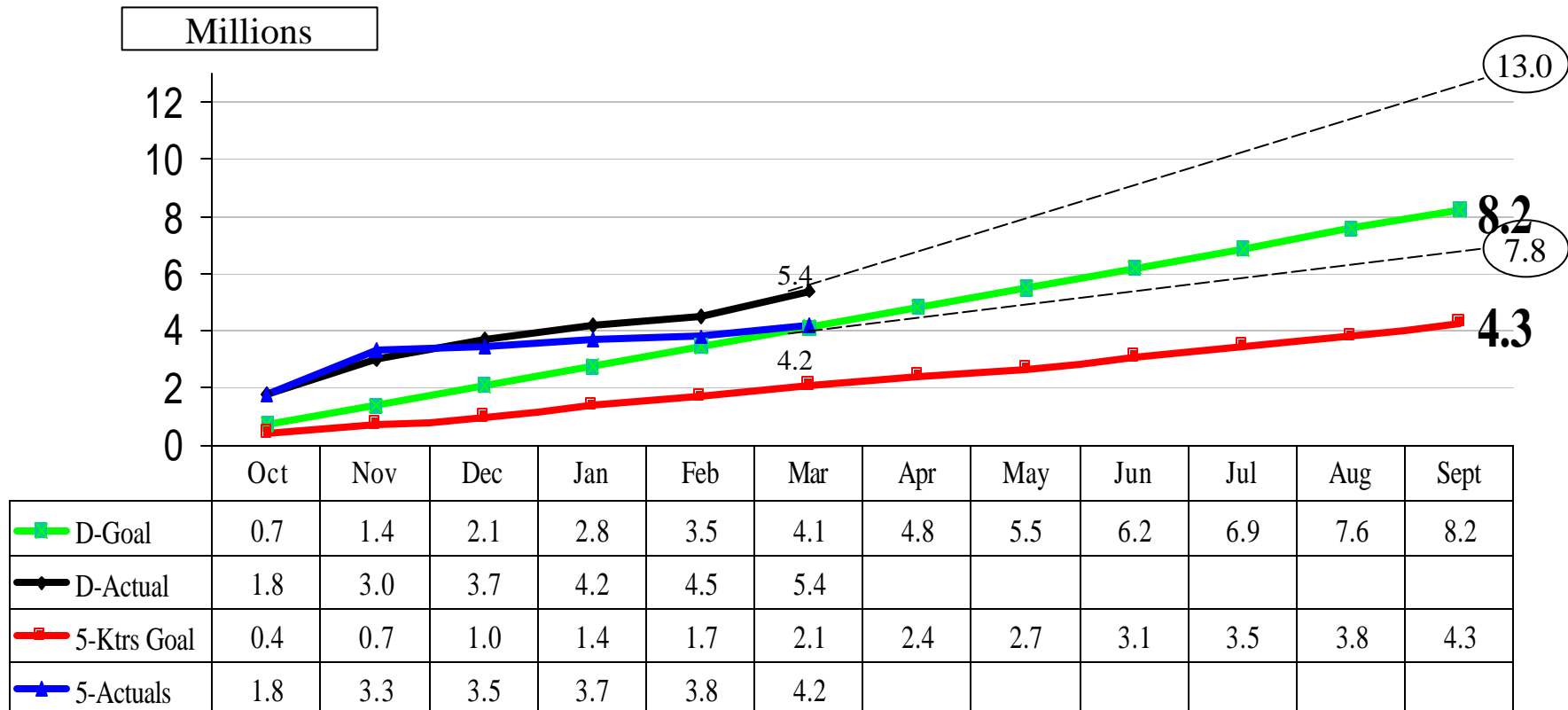


Losses consistent with major contractor's 2 year inventory cycle

Source data: AMS (1999, 1998, and 1997) MSTA for 1996

Performance Goal 2.2.3 - Reduce LDD

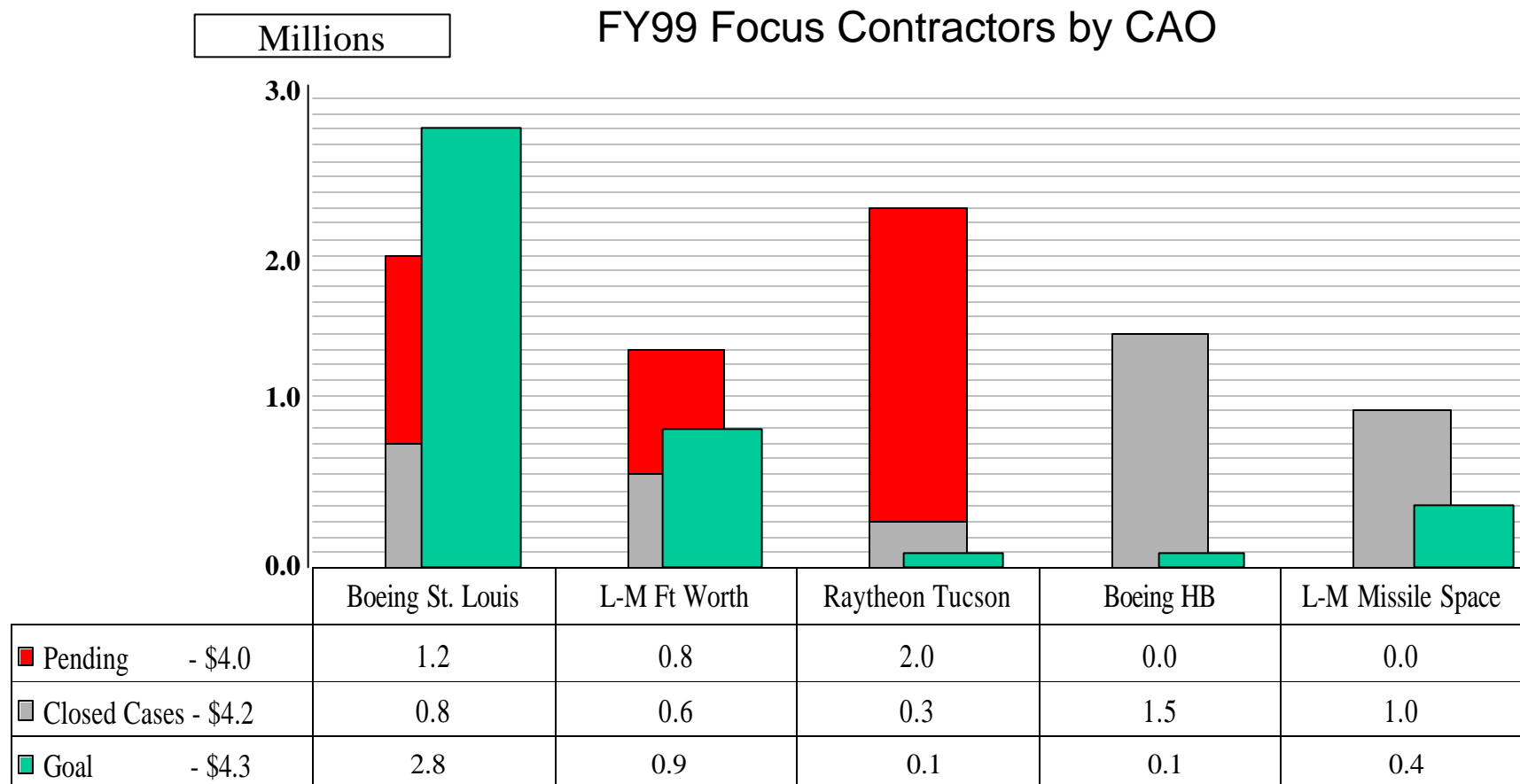
Reduce the amount of LDD Government property compared to the amount of LDD in FY 98



District projections are based on current trends and pending LDD investigations

Performance Goal 2.2.3 - Reduce LDD

Reduce the amount of LDD Government property compared to the amount of LDD in FY 98



Source data: AMS as of April 3, 1999

Performance Goal 2.2.3 - Reduce LDD FY99 Focus Contractors by CAO

- Boeing St. Louis
 - Projected to meet goal
 - CAO placing special emphasis on performing root cause analysis of LDD
- L-M Fort Worth
 - CAO vigorously closing out old LDD investigations of subcontractor losses from 1997/98
 - Currently performing an in-depth review of contractor's subcontract control
- Raytheon Tucson- Requested CAP
 - Contractor has lost \$8 mil of Government property since 1996
 - District SAV (April 27-29, 1999) identified CAO weakness in requesting contractor's CAP
 - IOA issued a major finding in "Property Surveys" for same reason
- Boeing Huntington Beach- Received CAP
 - Adequate corrective action plan in place
 - System weakness
 - Custodial records did not capture inventories of issued tooling
- L-M Missile and Space Sunnyvale- Requested CAP
 - Adequate corrective action plan in place
 - Contractor is currently implementing a custodial process change

Performance Goal 2.2.3 - Reduce LDD

Reduce the amount of LDD Government property compared to the amount of LDD in FY 98

Root Cause

- 5 contractors
 - Inventory control and reconciliation weaknesses
 - Custodial record keeping
 - Tool crib control
 - Assembly line control
 - Improper identification
- District Wide
 - Highest incidents of unsatisfactory processes based on CAO property surveys
 - Identification
 - Records
 - Utilization

DCMDW

Performance Goal 2.2.3 - Reduce LDD

Reduce the amount of LDD Government property compared to the amount of LDD in FY 98

Bottom Line:

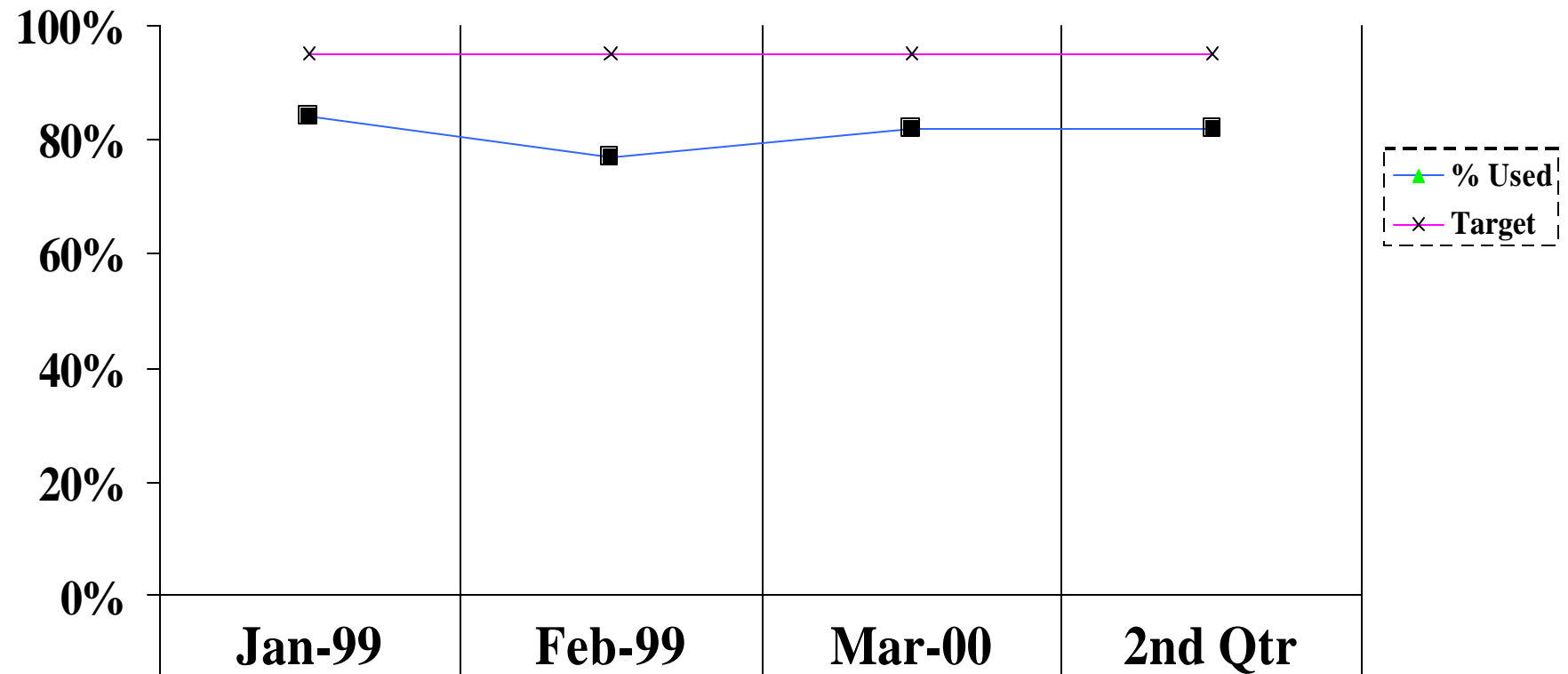
- DCMDW projected to LDD \$13.0 million by EOY
 - Based on current trends and projections
- DCMC's current property survey strategies have been successful
 - Contractor's weaknesses being identified
- Continued District focus on property surveys
 - Supplemental metric tracking progress
 - Providing additional guidance
 - Staff Assistance Visits (SAV's) will be performed at DCMC Boeing H-B & L-M Missile and Space Sunnyvale
- District Process Champion and SFA continue to engage in property training

Performance Goal 3.1.3 - DAU Quota Utilization Rate

- **Performance Goal Description: Improve the Utilization Rate for Defense Acquisition University Quotas Received**
- **FY99 Goal/Target: 95% Utilization**
- **FY99 YTD Results: 2nd Quarter = 81%**
- **Rating: Yellow**
- **Reason for not achieving goal:**
 - **Process for allocating and notifying students is ineffective**
 - **Revalidation of DLA TA data is being accomplished in preparation for FY 00**
- **HQ/District process owner: Linda Wallace, MJ**

DCMDW

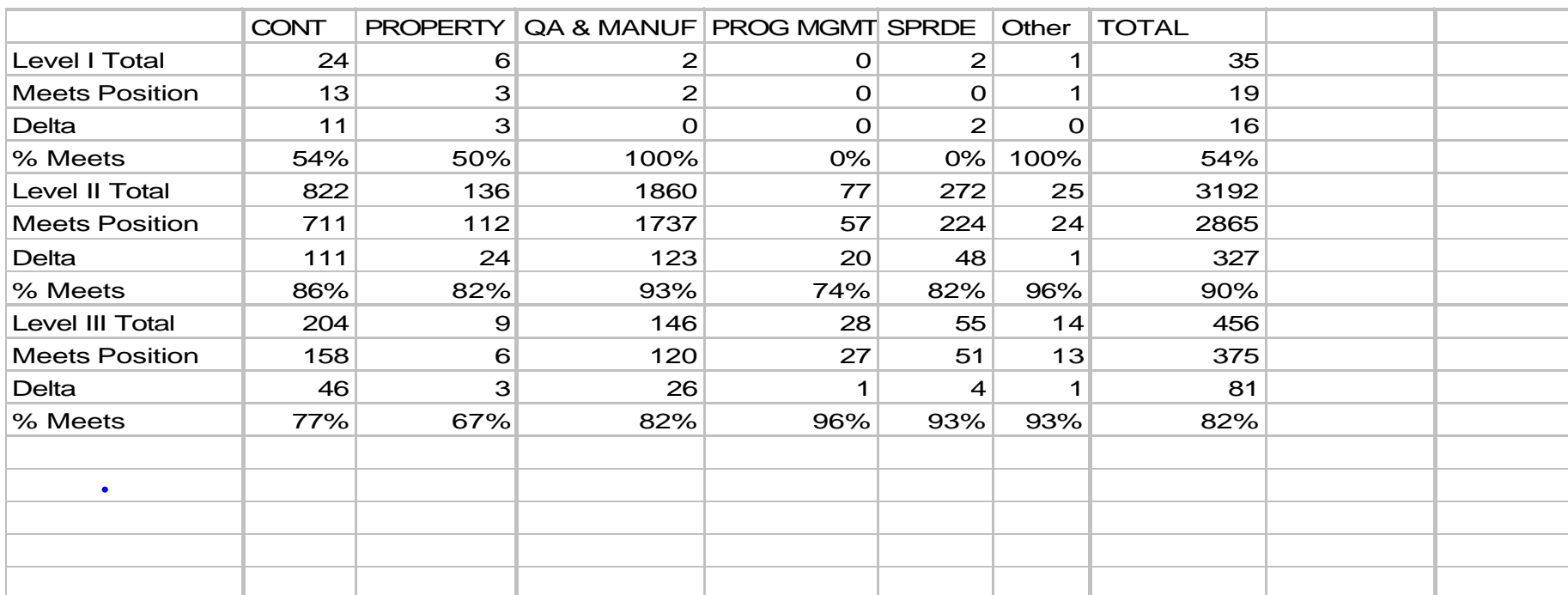
Performance Goal 3.1.3 -
Training Quota Usage
1st Qtr FY 99



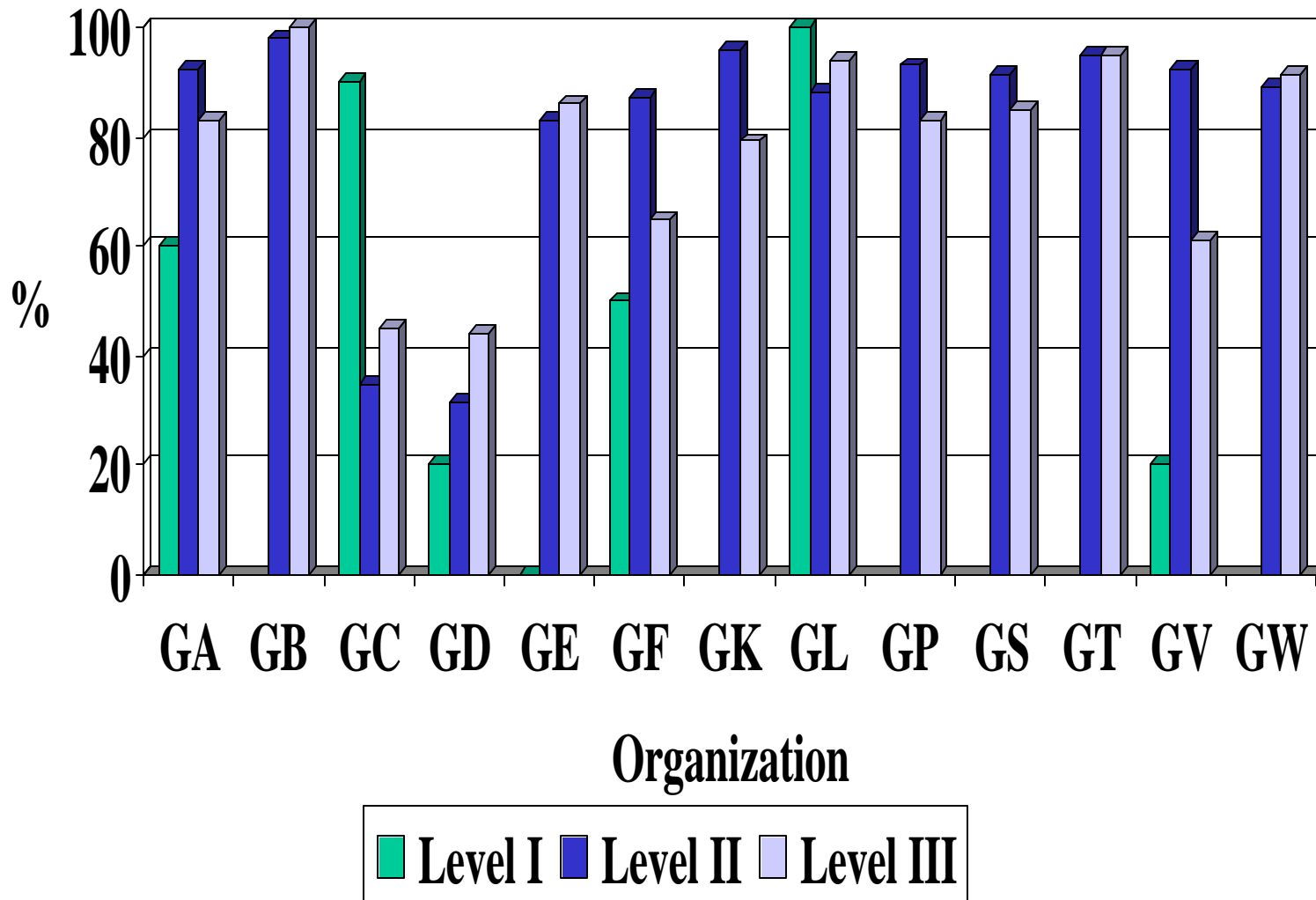
▲ % Used	84%	77%	82%	82%
× Target	95%	95%	95%	95%

Performance Goal 3.1.4 - Process Management

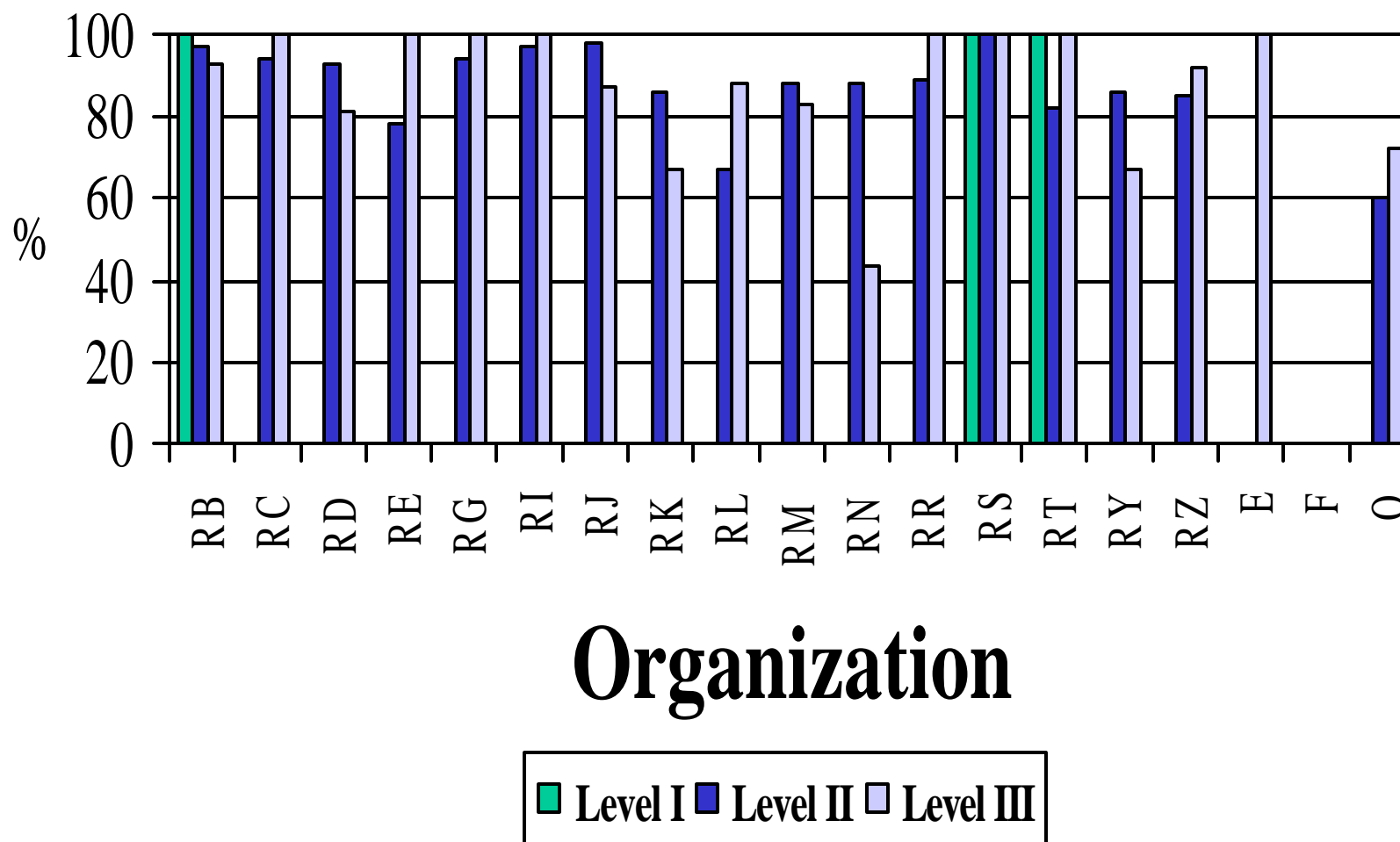
- **Performance Goal Description: Increase the percentage of Personnel DAWIA Certified to Levels I, II, and III.**
- **FY99 Goal: Level I -70% Level II - 90% Level III - 98%**
- **FY99 Results: Level I -54.3% Level II - 89.5%
Level III - 82.2%**
- **Rating: Red (based on Level I and III percentages)**
- **Reason for not achieving goal:**
 - **Changes in demographics, primarily from VSIP/VERA**
 - **Quotas requested in FY 98 do not reflect FY 99 requirements**
 - **Insufficient quantity of level III courses received**
- **HQ/District process owner: Linda Wallace, -MJ**



DAWIA CERTIFICATION - AREA OFFICES



DAWIA CERTIFICATION - PLANT OFFICES & PSEs

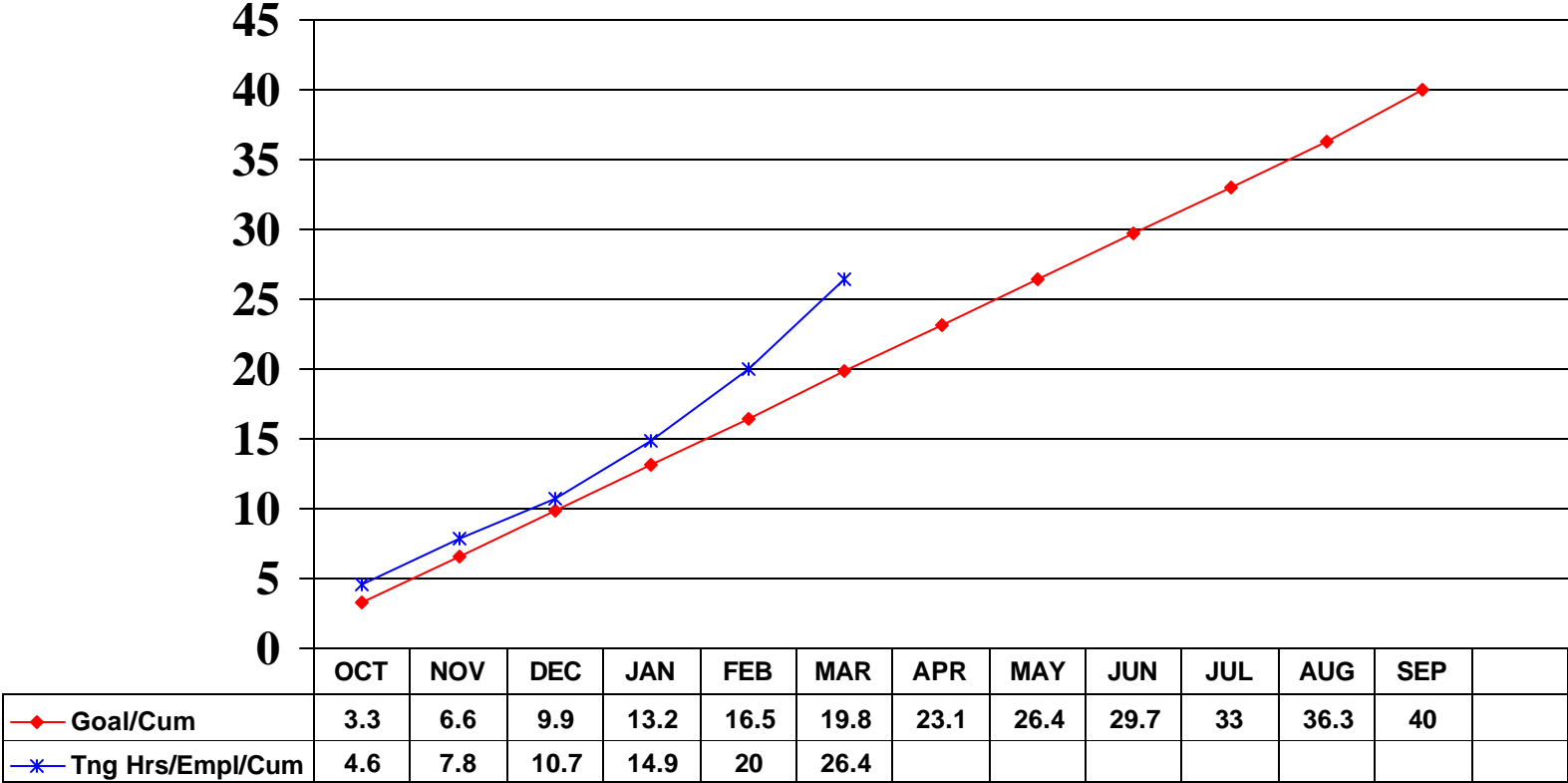


Performance Goal 3.1.6 - Achieve 40 training hours per employee

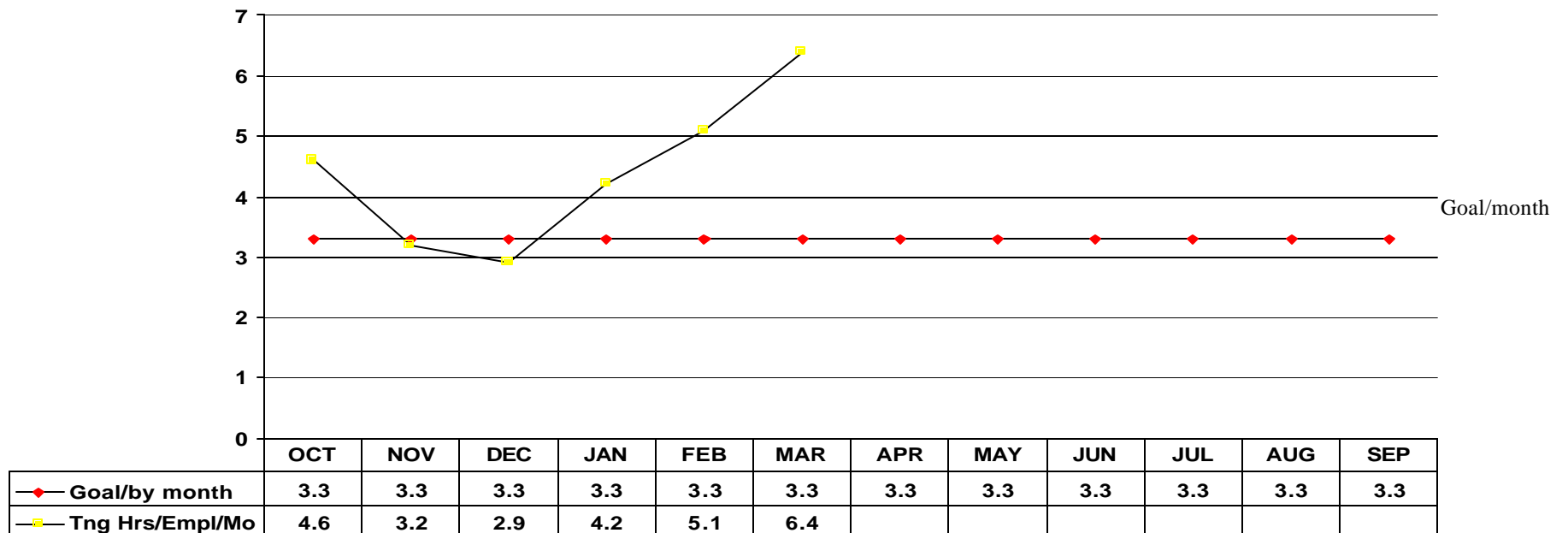
- **Task Description:** Achieve a benchmark standard of 40 training hours per employee
- **Goal/Target:** 40 hours per employee average
 - This goal is tracked by District level totals, not by CAO
- **Current Status:** GREEN
 - Cumulative total through 31 Mar 99: 26.4 hrs
 - Cumulative goal through 31 Mar 99: 19.8 hrs
- **Description of Progress to Date:**
 - Goal: 1st Qtr = 9.9 hrs, 2nd Qtr = 9.9 hrs
 - Results: 1st Qtr = 10.7 hrs; 2nd Qtr = 15.7 hrs
 - Jan = 4.2 hrs; Feb = 5.1 hrs; Mar = 6.4 hrs
- **Anticipated Problems:** None
- **Prediction of EOY Status/Position:** Green
- **Rating:** Green
- **HQ/District process owner:** K.Burlingame, MJ

Performance Goal 3.1.6 -
Achieve a benchmark standard of
40 training hours per employee

CUMULATIVE YEAR TO DATE



**Performance Goal 3.1.6 -
Achieve a benchmark standard of
40 training hours per employee
Hours By Month**



Performance Goal 3.2.1 - EEO Complaint Processing Times

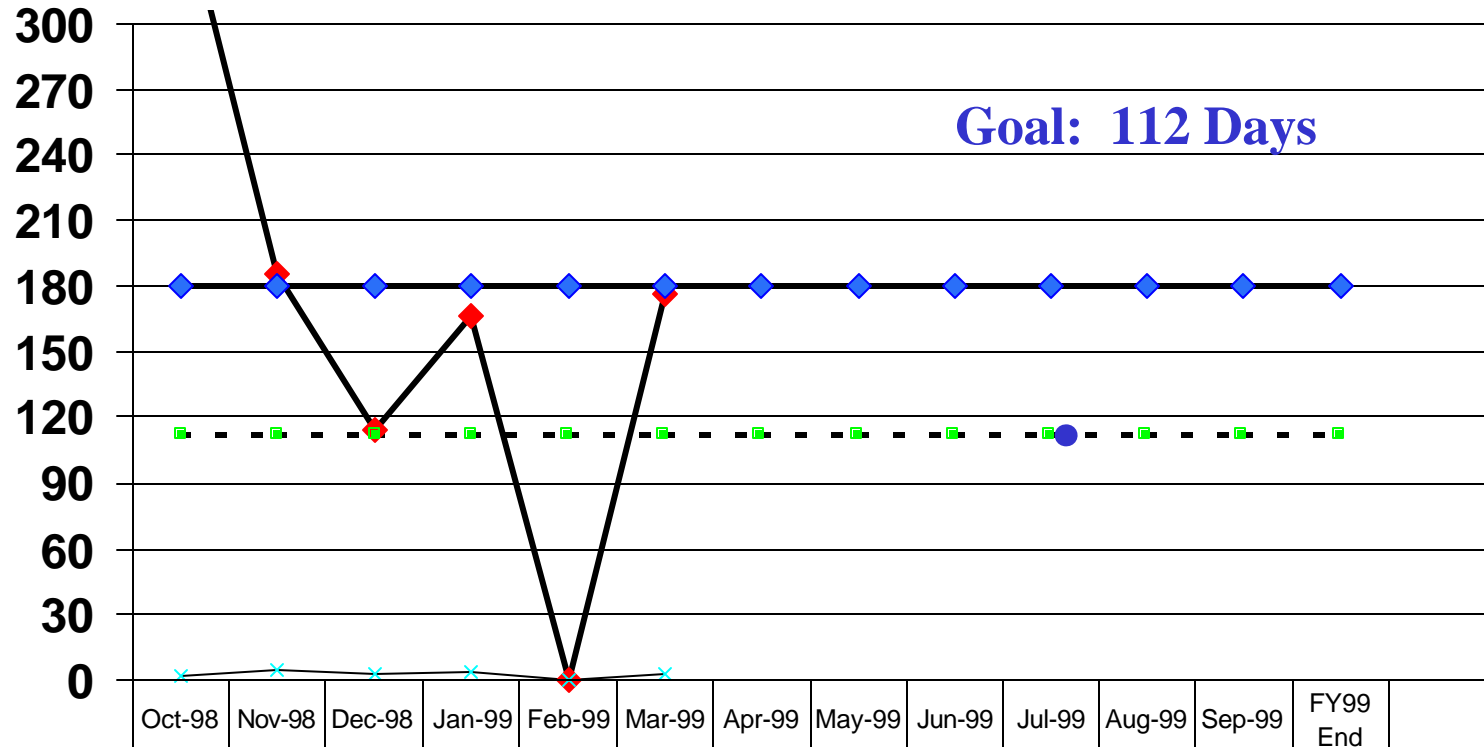
- **Performance Goal Description:** Achieve 100% closure of formal EEO cases within the DLA cycle time of 112 days.
- **Goal/Target:** 112 days
- **Current Status:** Red
- **Description of Progress to Date:** 136 days.
- **Anticipated Problems:**
 - DLA cycle time goal is unrealistic.
 - Excessive delays caused by outside factors, such as contract investigators, failed settlement efforts, need for additional clarification from complainants.
- **Prediction of EOY Status/Position:** Red

Performance Goal 3.2.1 - EEO Complaint Processing Times Performance Status

DISM - 6
WITH- 1
SETT - 4
FAD - 3
EEOC - 6

Number of Days

Oct - 2
Nov - 5
Dec - 3
Jan - 4
Feb - 0
Mar - 3



—◆— Actual	361	185	114	166	0	176							
-■- Projection	112	112	112	112	112	112	112	112	112	112	112	112	112
—◆— EEOC Allowance	180	180	180	180	180	180	180	180	180	180	180	180	180
—×— # CLD	2	5	3	4	0	3							

Performance Goal 3.2.2 - Increase cases referred for ADR

- **Performance Goal Description:** Increase the number of EEO complaint cases referred for Alternate Dispute Resolution (ADR) within the ADR process.
- **Goal/Target:** Increase ADR referrals over FY98 (1)
- **Current Status:** Green
- **Description of Progress to Date:** District has an established ADR program and each case with potential for ADR is offered, and on occasion, accepted. We have had two successful mediations during this period. Not included are the positive results of other ADR methods, such as Negotiated Settlement Discussions, Court sponsored Mediations, and early resolution activities by counselors and EEO specialists.
- **Anticipated Problems:** None
- **Prediction of EOY Status/Position:** Green

Goal Number 3.2.3., Complete Civilian Performance Appraisals on Time

- **Task Description:** Complete 100% of civilian performance appraisals on time.
- **Goal/Target:** All Civilian Performance Appraisals completed on time
- **Current Status: GREEN**
- **Description of Progress to Date:** 99%
- **Anticipated Problems:** Late appraisals for employees who are reassigned within DCMDW or enter on duty with DCMDW during the last quarter of the appraisal cycle.
- **Prediction of EOY Status/Position:** 99% on time and all eligible employees appraised.

[illegible][illegible]

[illegible]

Performance Goal 3.2.3 - Performance Appraisal On Time



Goal 3.2.3 - Complete Civilian Performance Appraisals on Time

- FY 99 - 99% for the District as a whole
- Most appraisals should be in Human Resources by Feb. 15.
- Employees who enter on duty during last quarter are due an appraisal in 135 days.
- Results based on HROC input of performance appraisal into the Personnel Database.

Goal 3.2.3 - Complete Civilian Performance Appraisals on Time

- Data regarding on-time appraisal and justification for delay was requested from CAOs/Directorates/PSEs.
- 17 responses received.
- Chart data is largely based on DCPDS data due to significant non-response.
- Data dependent on timely HROC input to database.
- Validation is ongoing.

***3.2.3 - Military Performance Reports**

***3.2.3 - Military Performance Reports**

Task Description: Process Military Evaluation Reports

Goal or Target: Complete 100% of Military Evaluation Report on time

Current Status: Yellow (95.6% FY99 Cumulative Total - End of Mar)

Description of Progress to Date: Only 4 reports (of 90) late in 1st Half FY99; 81 already fwd for 2nd Half FY99 (no lates)

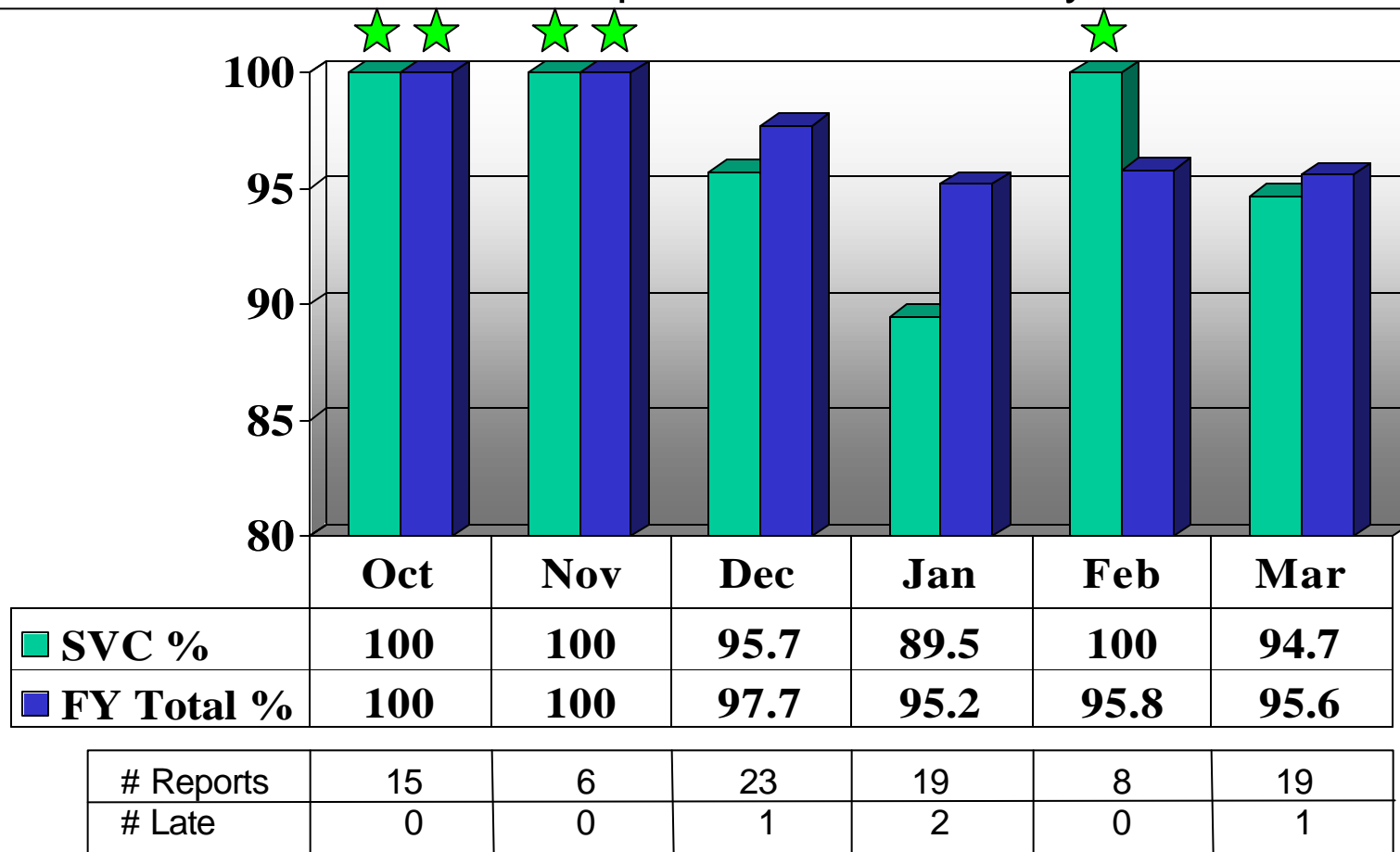
Anticipated Problems: Cannot reach 100% "Cumulative" Total;
4 Reports previously late will impact remainder of FY

Prediction of end of year position: Yellow (98.5% FY99 Cumulative Total)

Performance Report

Timeliness (Oct 98 - Mar 99)

Performance Goal *3.2.3: Complete 100% of military evaluations on time.



*3.2.3 - Military Performance Reports (Performance Drivers)

Dec 98: 1 Report; 4-days late

Jan 99: 2 Reports; one 4-days late; one 8-days late

Mar 99: 1 Report; still pending (close-out 22 Mar 99)

*3.2.3 - Military Performance Reports (Root Causes for Late Timeliness)

Dec 98: 1 Report; 4-days late
“Annual” changed to “Dir by HAF”; late notice by AF

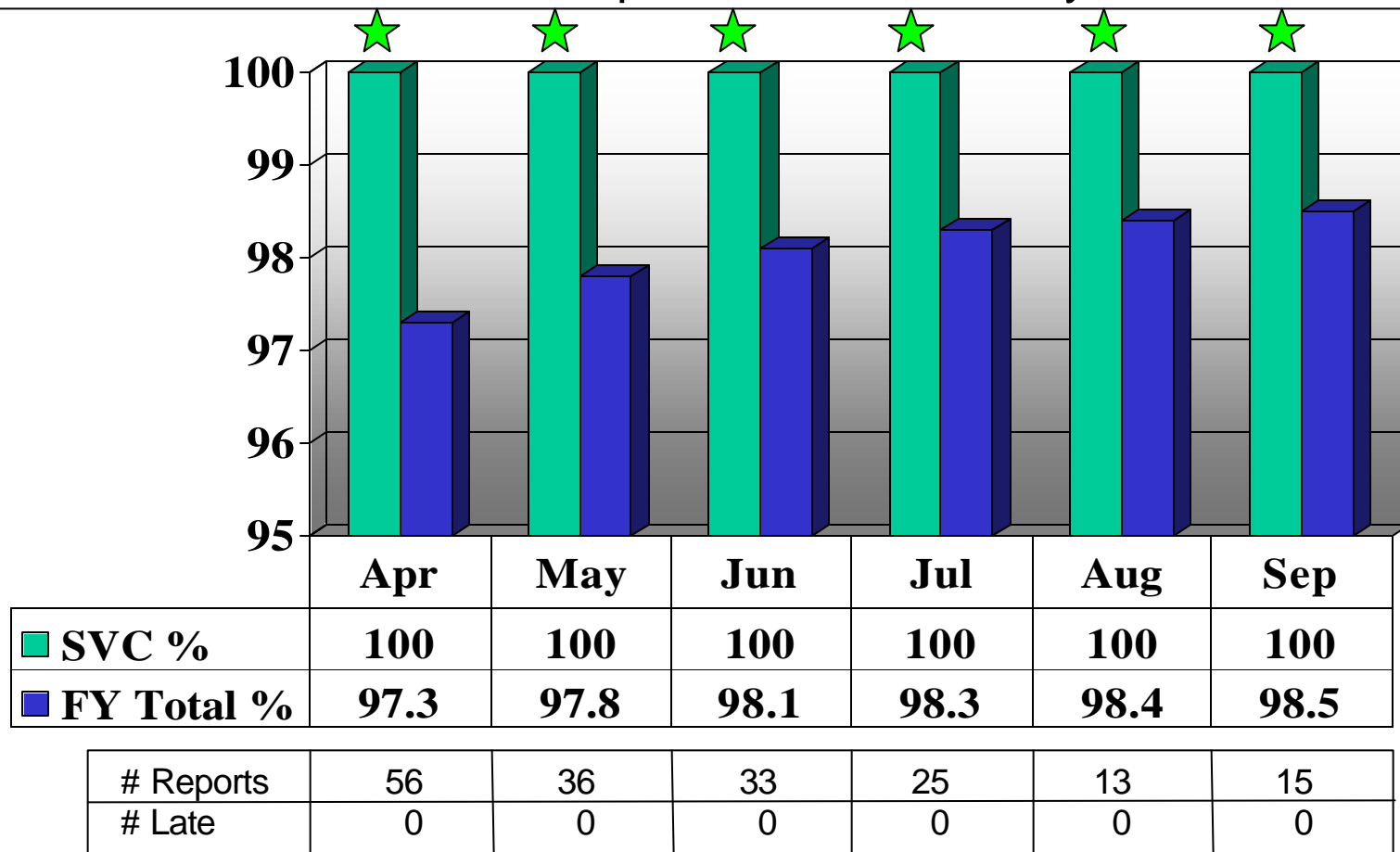
Jan 99: 2 Reports; one 4-days late; one 8-days late
Both drafts received late from unit (81 & 70 days)
HQ move to Carson during Review Process

Mar 99: 1 Report; still pending (close-out 22 Mar 99)
Optional due to pending retirement of Ratee
Supv/Ratee made decision to submit late
1st Draft received from unit 1 Jun

Performance Report

“Projected” Timeliness (Apr 99 - Sep 99)

Performance Goal *3.2.3: Complete 100% of military evaluations on time.



Task 3.2.5 - Unfair Labor Practices (ULPs) and Grievances Filed

- **Task Description:** Improve Labor Management Relations within DCMC
- **FY99 Planned Goal/Target:** Zero UGs or ULPs against DCMC
- **Current Status:** Green (zero final decision UGs or ULPs rendered against DCMDW)
- **Description of Progress to Date:**
 - Unfair Labor Practices - No final FLRA decisions rendered against DCMDW
 - Union Grievances: No arbitration decisions rendered against DCMDW.
- **Anticipated Problems:** None
- **Prediction of EOY Status/Position:** Green

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MID-YEAR FY 99

Task 3.2.5 - Unfair Labor Practices (ULPs) and Grievances Filed

- **ULPs:**

FY 98 -13 Filed - 6 Withdrawn; 1 Settled; 6 Pending

FY 99 - 2 Filed - 1 Withdrawn; 1 Pending

- **UGs:**

FY 98 - 4 Filed/PENDING

FY 99 - 16 Filed/PENDING

- UGs represent actions filed by the union for arbitration.
- ULPs represent actions filed by the union to the FLRA (Federal Labor Relations Authority) for resolution.

END